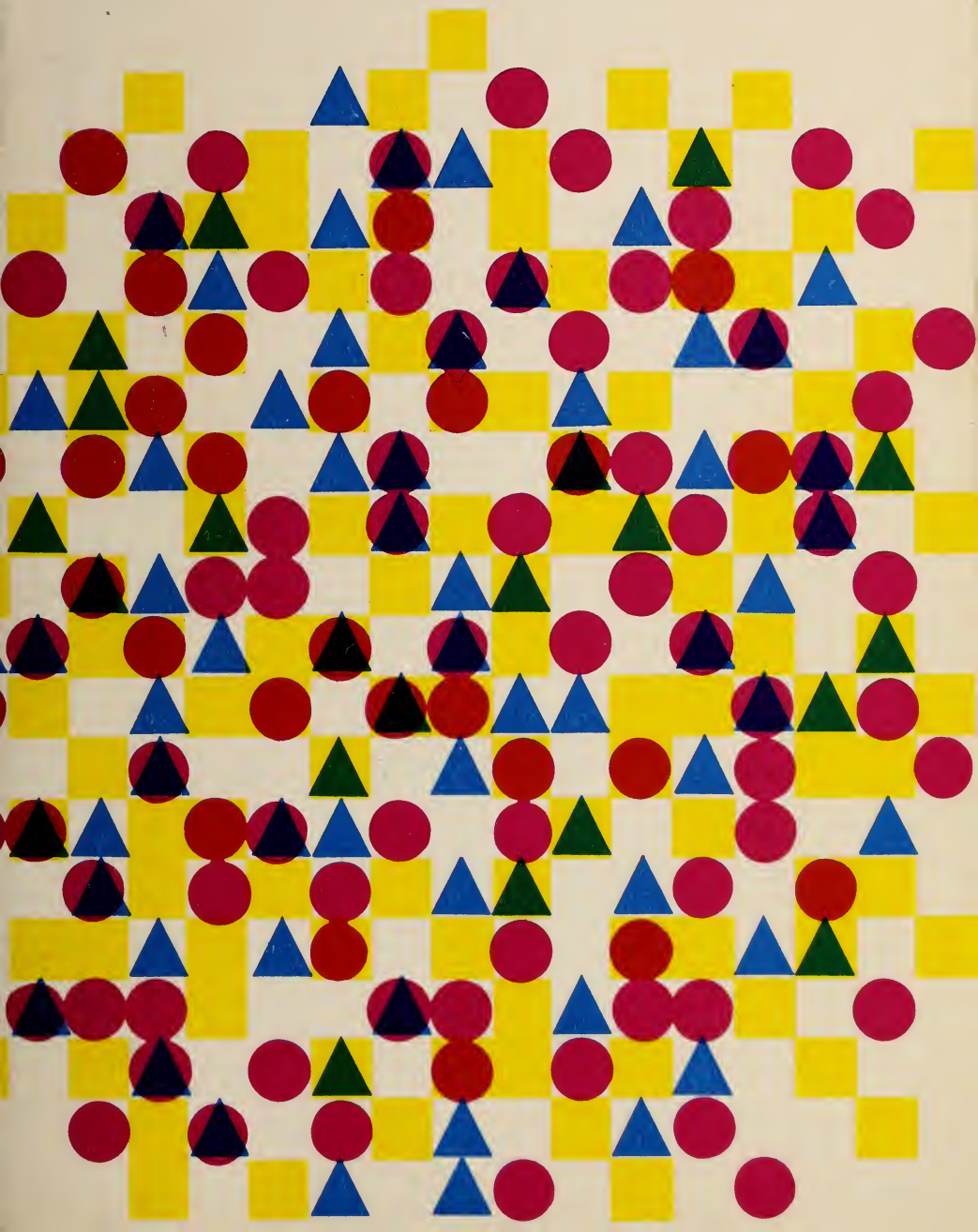


Business and Professional Courses

UNIVERSITY OF TORONTO

DIVISION OF UNIVERSITY EXTENSION

1968-1969



1067

*Business, Engineering
and Special Courses*

1968-69





UNIVERSITY OF TORONTO
DIVISION OF
UNIVERSITY EXTENSION

*Business, Engineering
and Special Courses*

1968-1969



Business and Professional Section

Co-ordinator of Business Programs M. R. Hecht, M.Sc.

Co-ordinator of Engineering Programs W. G. MacElhinney, M.A.Sc.

Co-ordinator of Special Programs W. S. Jevons, B.A.

*Secretary of Division and Supervisor
of Certificate Programs* M. I. R. Pratt, B.A.

Supervisor L. G. Dutton, C.D., B.A.



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Introduction

The objective of the Division of University Extension is to make available the resources of the University of Toronto to adults in the community. In our society – characterized by continual technological developments and extensive social changes – organized education has become a life-long process. Continuing education is necessary to keep up-to-date on specialized skills. Equally important, it enables individuals to develop the breadth necessary to understand and integrate specialist functions with related subjects, and to achieve intellectual satisfaction.

There are approximately twenty thousand extension students engaged in part-time study on the three campuses of the University of Toronto – the St. George, Scarborough, and Erindale campuses. Many of these students are registered in programs of study leading to a University of Toronto degree or certificate. Others are registered in courses in the business and professional areas and in the liberal arts. A large number of students pursue courses by correspondence.

The tradition of service by the University to the community extends back to the 1890's. In those years faculty members began lecturing to interested groups in Toronto and the surrounding district. By 1907 the University recognized the need to allow teachers to pursue credit courses on a part-time basis, and in 1915 the first degree program in extension was organized for teachers. In 1920 a separate department for extension work was established under Dr. W. J. Dunlop, who served for over a quarter of a century. During the 1920's it expanded its non-degree credit liberal arts and business courses and began a program of correspondence courses. After the war the demand for business courses increased. By 1951 the division offered courses leading to degrees and certificates, business and professional courses, and liberal arts courses of general interest.

This calendar provides information on courses offered by the Business and Professional Section. These include economics and finance, management, personnel and manpower, marketing, mathematics, engineering and science, and professional development in a limited number of fields. The program is at university level throughout and is designed to be useful in the community for the over five thousand students who participate each year.

Introduction

According to a survey the previous education of these business and professional students ranges from early high school training through doctoral studies. Within this range, approximately twenty percent have completed grade twelve, thirty percent grade thirteen, and thirty-five percent hold bachelor's degrees. With respect to age the range is similarly great. While half of the students are under thirty-five, nearly ten percent are over fifty. Though no statistics have been gathered on job classifications, a brief examination of our courses indicates that they appeal to persons in a great variety of positions.

Many courses are offered to upgrade basic knowledge and skills necessary for advancement. A number of subjects, changing to meet professional requirements, are designed to bring persons up-to-date in their fields. Others are carried on to help executives to improve their skills in organization and interpersonal relationships, planning and development.

In recent years there has been a growing need for systematic programs of study, something to go beyond the isolated courses from time to time. With this in mind several co-ordinated programs have been developed. Groups of courses in each of the areas of Personnel-Industrial Relations, Manpower Development, Fellows' Program in Banking, Operational Research and Industrial Marketing are available. Completion of any of these five programs is recognized by certificates awarded by appropriate professional bodies. Other organizations receive the co-operation of the University in conducting programs leading to standing as a Certified Office Administrator, Certified Industrial Manager, Registered Industrial Accountant and Chartered Accountant.

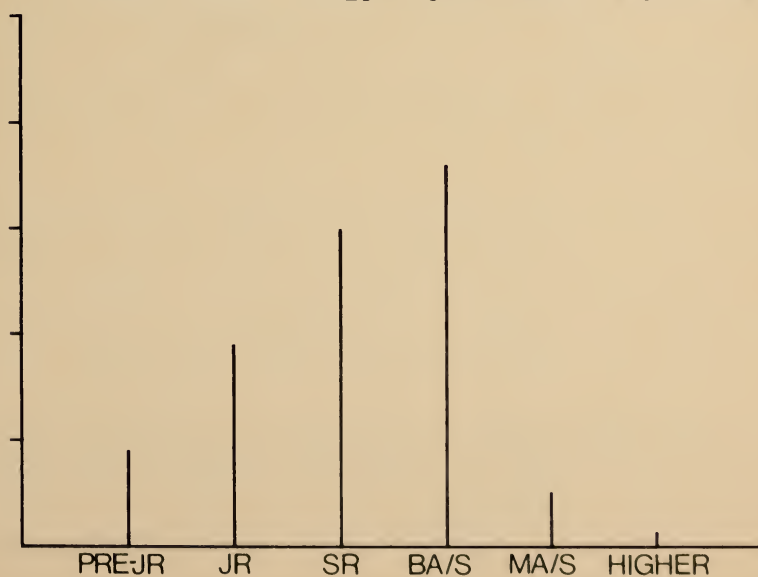
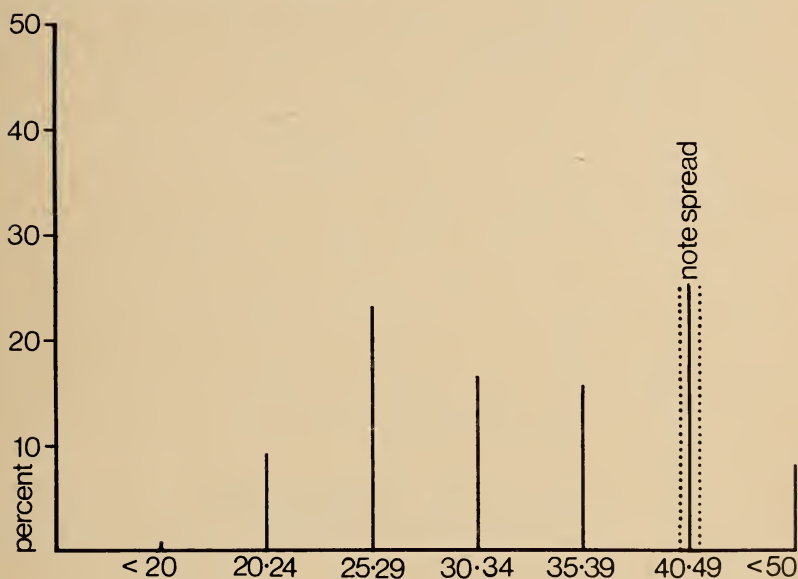
The Business and Professional Section also conducts two- and three-day seminars and intensive short courses. The seminars are often offered in co-operation with another division of the University, such as the School of Business, or the Faculty of Applied Science and Engineering. Among the successful annual seminars are the Organization and Management Development Seminar, the Financial Markets Conference, and the Managing the Engineering Function Seminar.

Special courses are conducted "in house" for companies or groups of companies which feel the need to improve employee qualifications in special areas. Such courses may be quite broad

Introduction

and basic, such as reading improvement, or specialized for a particular field such as vibration analysis. Enquiries from organizations interested in these programs are welcome.

Student Profile



General Information

Admission Requirements Unless otherwise indicated, there are no academic requirements for admission to these courses. In the case of some subjects, applicants are asked to send a brief resume of experience along with their applications. Where special admission requirements apply, they are specified in the course descriptions.

Registration Students may enrol by completing the application form on the final page of this booklet. Enrolment may be by mail, or in person at the Division of University Extension, Room 201, 84 Queen's Park, Toronto 5, from 9 a.m. to 5 p.m. daily, except Saturdays. During the month of September and the first week of October, the Business and Professional Section will remain open on Tuesday and Thursday evenings until 8:30 p.m. to accept registrations. The telephone number is 928-2400.

Fees are payable in advance and no registration is complete otherwise. Cheques or money orders should be made payable to the University of Toronto.

Course Enrolment Students are urged to enrol for fall term subjects before September 20 to ensure admittance. The date of the opening lecture of each course is indicated in its description. Winter term lectures begin the week of January 6.

In many classes, enrolment is limited to a specific number of students. If more than the stipulated number register for a particular course, an effort will be made to organize an additional class.

All courses are subject to change as to time and place before the beginning of the term. Students will be notified of any change.

Admit-to-Lecture Card When a student enrolls in a course, he receives an admit-to-lecture card. This card must be shown at each lecture before entering the classroom.

Refunds Refunds will be considered only if they are requested in writing before the second lecture of the course is given. Because of the cost of making adjustments, a charge is made for each refund.

Requests for refunds must be in writing and be accompanied by admit-to-lecture cards and the official receipt.

Recognition Optional exams are offered in most courses. Other means of grading students are employed in a number of the courses. Students who avail themselves of the opportunities for evaluation will be advised of the results.

As instructors are not required to check attendance, letters cannot

General Information

be issued certifying the attendance of individuals in courses. Simple attendance at classes is neither an appropriate nor valid measure of achievement of any student.

The courses offered in this calendar do not lead to a diploma or degree, but many do lead to a certificate for those students who are registered in an appropriate program.

Parking At the St. George Campus, students are urged to use public transportation as parking is limited. A fee of 25c is charged at the parking lots on the West Campus (west of St. George Street) and at 113 and 126 St. George Street. Elsewhere on the campus the fee is 50c.

IMPORTANT NOTICE *Fees and other charges set forth in this calendar are subject to change, without notice, by the Board of Governors.*

The Division of University Extension reserves the right to withdraw any subject listed in this calendar.

Evening Telephone Number

During Registration Periods: 928-2400

At Other Times: 928-2394

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Accounting Fundamentals for Non-Financial Managers
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 Economics—An Introduction
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 Financial Analysis and Control
 Investment Analysis and Management
 Labour Relations, The Economics of
 Taxation, Business

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 Law for the Businessman
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 Mergers and Acquisitions
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Marketing

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Marketing Management

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Engineering Economics

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Audiometric Technicians, Intensive Training for

Book Publishing

Clinical Pharmacy and Therapeutics II

Electron Microscope Methods in the Biological Sciences

Journalism

Journalism, Business

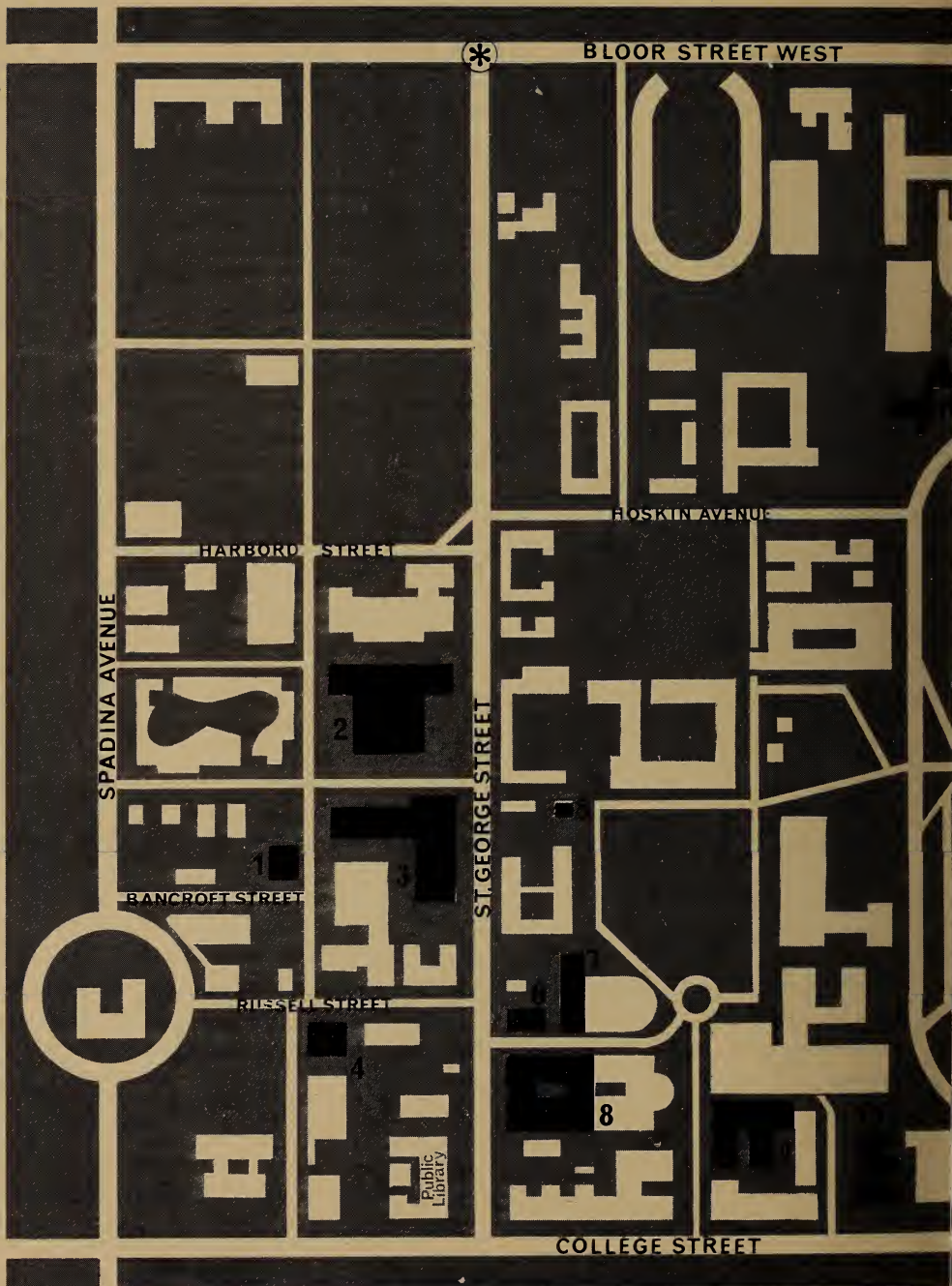
Magazines, Writing for

Metropolitan Planning, Problems of

Natural Resources Management

Reading, Effective

Writing Workshop for Business and Professional People



BLOOR STREET WEST

SPADINA AVENUE

HARBORD STREET

HOSKIN AVENUE

ST. GEORGE STREET

BANCROFT STREET

RUSSELL STREET

COLLEGE STREET

2

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3

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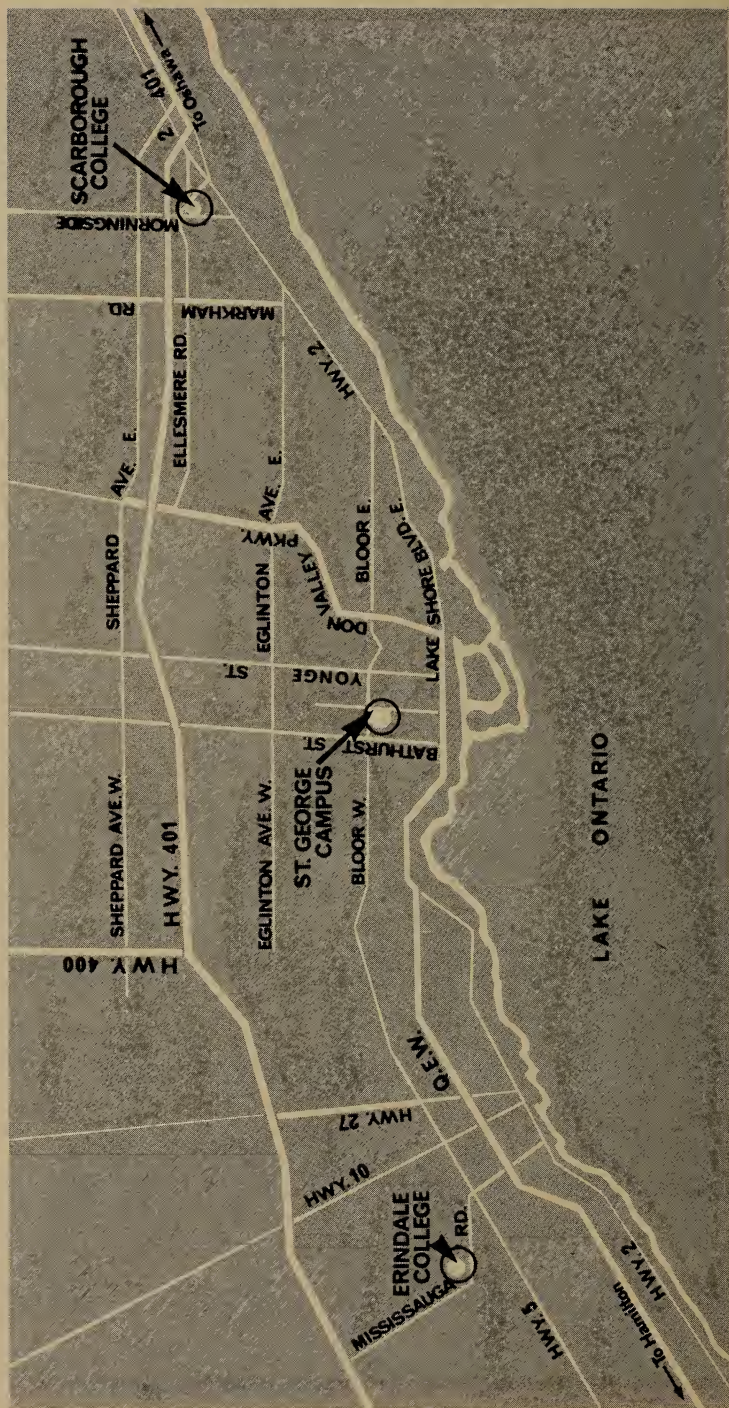
Public
Library

St. George Campus

- 1 Text Book Store
- 2 Sidney Smith Hall
- 3 Lash Miller Chemical Labs
- 4 Pharmacy
- 5 Bookroom
- 6 Forestry
- 7 Simcoe Hall
- 8 Galbraith Building
- 9 Mechanical Building
- 10 Hygiene
- 11 Law
- 12 Extension Division
- 13 Teefy Hall
- 14 Carr Hall



UNIVERSITY OF TORONTO CAMPUS LOCATIONS



Economics and Finance Courses

W. A. R. MACFADDEN, J. HOWARD

Accounting Fundamentals for Non-Financial Managers This course is designed specifically to convey fundamental concepts, principles, and practices of finance and accounting to operating managers. The course begins with sessions on the basic principles of bookkeeping and accounting and goes on to review financial statement analysis, cost accounting and methods of finance. The lecture-discussion method concentrates on the influence which these financial and accounting concepts have on the interpretation of results, on planning, and decision making.

Each class will be limited to 50 students.

TEXT: W. B. Meigs, C. E. Johnson, J. D. Blazouske, *Accounting, The Basis for Business Decisions*. Can. ed., McGraw-Hill (1964).

Tuesdays, commencing October 8, 8:00-10:00 p.m., 204 Galbraith Building, St. George Campus.

Mondays, commencing October 7, 7:00-9:00 p.m., **Erindale Campus.**
\$50.00 — 20 sessions

S. SARPKEYA, G. WHEELER

The Banker and Society This course provides an introduction to the roles which finance and financial markets play in society and shows where banks fit into the financial system. It covers the basic functions of the financial intermediaries with special emphasis on competition for the flow of savings and for opportunities. The financial requirements of businesses, households and consumers are presented through lectures, discussions and case studies while pointing out the facilities and services the banks offer to meet them. Banking will be shown as a tool in many areas of financial relations in society, while stressing the role of banks in the community. Active participation by students is encouraged through discussions and illustration of pertinent financial publications.

Registration will be limited to 40 students per class.

TEXT: S. Sarpkaya, *The Banker and Society*. Institute of Canadian Bankers (1968).

Mondays, commencing September 23, 6:30-8:30 p.m., 305 Galbraith Building, St. George Campus.

Thursdays, commencing September 26, 7:00-9:00 p.m., 308 Galbraith Building, St. George Campus.

Wednesdays, commencing September 25, 7:00-9:00 p.m., **Scarborough Campus.**

\$75.00 — 25 sessions

This course may be taken as part of the Fellows' Program in Banking.

Economics and Finance Courses

W. G. PEAKER

Budgetary Controls

This course will include the study of the nature and purpose of budgets; benefits to be gained and disadvantages to be avoided. Types of budgets will include those used for sales or revenue, purchases or production costs, selling expenses, general and administrative expenses, other expenses, cash and capital expenditures. Preparation of budgets, including delegation of responsibility and organization, will be discussed as will methods of analysis of company budgets. Case studies will be employed.

TEXT: G. A. Welsch, *Budgeting: Profit Planning and Control*. 2nd ed., Prentice-hall (1964).

Mondays, commencing October 7, 6:00-8:00 p.m., 116 Galbraith Building, St. George Campus.

\$30.00 — 10 sessions

This course may be taken as part of the Industrial Marketing Program.

P. A. T. CAMPBELL

The Canadian Capital Market

The purpose of this course is to examine the economic purpose and operational features of the various markets that combine to form the Canadian capital market. These markets include the money, bond, mortgage, stock and foreign exchange markets. The Euro-Dollar Deposit and Euro-Dollar Bond markets which integrate various national capital markets are examined as well. The evolution of the international monetary system is considered in detail. The uses to which Canada's monetary authorities put the Canadian capital market to further the attainment of government economic policy objectives are continuing themes. The examination of the Canadian capital market will take place in a continuous contemporary setting.

TEXT: none

Wednesdays, commencing October 9, 6:30-8:30 p.m., 220 Galbraith Building, St. George Campus.

\$60.00 — 20 sessions

J. I. MCDONALD, W. H. MERRITT, D. S. SOLOMON

Economics — An Introduction

The elements of economic theory will be developed and illustrated with reference to contemporary economic problems.

Lectures will include discussion of the following topics:

Price theory and application

Money and banking

National income

Business cycles and economic growth

International trade

Registration in each class will be limited to 40 students.

Economics and Finance Courses

TEXT: P. A. Samuelson and A. Scott, *Economics — An Introductory Analysis*. Can. ed., McGraw-Hill (1966).

Thursdays, commencing September 26, 6:00-8:00 p.m., 405 Carr Hall, St. George Campus.

Wednesdays, commencing September 25, 8:00-10:00 p.m., 102 Mechanical Building, St. George Campus.

Tuesdays, commencing September 24, 7:00-9:00 p.m., **Scarborough Campus.**

\$75.00 — 25 sessions

This course may be taken as part of the Personnel-Industrial Relations Program, the Fellows' Program in Banking, and the Industrial Marketing Program.

J. H. THORNE, M. H. COCHRANE

Business and Personal Finance This is a course that will be of special interest to those working in financial institutions.

Areas of examination relating to business finance will be:

Sources of funds, both long and short term, in relation to need for funds in relation to risk implications as seen from both lender and borrower viewpoints

Forecasting of finance requirements

Case studies will be used extensively.

Personal finance studies will consider the household as a socio-economic organization treating such areas as:

Analysis of current operations

Budgeting

Investments in property, education, stocks

Equipping a household

Protection through life insurance, pensions, wills, estate planning

TEXT: P. Hunt, C. M. Williams, and G. Donaldson, *Basic Business Finance: Text and Cases*. Rev. ed., R. D. Irwin (1961).

2nd text: T.B.A.

Tuesdays, commencing September 24, 7:00-9:00 p.m., 316 Galbraith Building, St. George Campus.

Mondays, commencing September 23, 7:30-9:30 p.m., **Scarborough Campus.**

\$75.00 — 25 sessions

This course may be taken as part of the Fellows' Program in Banking.

J. M. SWINDEN

Financial Analysis and Control The purpose of this course is to give those business people who have some knowledge of accounting a greater understanding of the problems involved in the preparation, analysis and interpretation of financial statements and the techniques of financial control.

Economics and Finance Courses

The area of financial statements will be examined with consideration of such topics as:

Underlying assumptions, composition and limitations of financial statements

Interpretation of financial statements

The concept of fund flows

Determinates of fund needs

Form, content and legal requirements of the balance sheet, and statements of profit and loss, earned surplus and sources and application of funds

Control aspects to be considered are:

Costs—direct, indirect, managed, committed

Budgeting—fixed, variable

Analysis of variances

Appraisal of capital expenditures

Reference is made throughout the course to a few published reports of large Canadian public companies.

TEXT: none

Mondays, commencing September 23, 6:00-8:00 p.m., 319 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Fellows' Program in Banking.

W. C. HEBDON

Investment Analysis and Management

This course will deal with the principles and requirements of investment planning and programming for individuals. It will include consideration of the four basic investment risks; namely, the financial, the market, the money rate and the purchasing power risks. The need for a personal program suited to each individual's particular circumstances will be discussed as well as the changing needs during the successive stages of a normal life span. The peculiar features of the various investment media such as stocks, bonds, life insurance, real estate, mortgages, mutual funds, etcetera will be examined. Although the investment risks mentioned above involve some assessment of the prospects for successful trading in securities, the science and art of picking winners on the stock market lies outside the scope of this course. A distinction between investment and speculation will be drawn to the exclusion of the latter.

Registration will be limited to 35 students.

TEXT: G. W. Dowrie, D. R. Fuller, and F. J. Calkins, *Investments*. 3rd ed., J. Wiley and Sons, Inc. (1961).

Mondays, commencing October 7, 7:30-9:30 p.m., 314 Galbraith Building, St. George Campus.

\$60.00 — 20 sessions

Economics and Finance Courses

D. A. A. STAGER

The Economics of Labour Relations This course considers the determination of wages and methods of wage payments and fringe benefits; union wage policies and their influence on relative wages; the relationship of wages, productivity, and inflation. An attempt will be made to discuss the detailed preparation of wage proposals for collective bargaining and the economic assessment of such proposals. Considerable emphasis will also be placed on unemployment, labour supply and manpower development.

PREREQUISITE: an introductory course in economics

TEXT: T.B.A.

Tuesdays, commencing September 24, 7:00-9:00 p.m., 216 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Personnel-Industrial Relations Program.

J. R. HUTCHINSON

Business Taxation This course is designed to give the executive an understanding of those aspects of taxation which will frequently confront him when making business decisions. Typical items covered are: amalgamations, depreciation policy, dividend policy, etcetera.

As well as executives, this course should be of particular interest to trust company trainees and life underwriters. It should also be useful to chartered accountants and lawyers who wish to become more familiar with Canadian tax law.

Because of the probable implementation of part or all of the "Carter Report on Taxation," emphasis will be given to the impact of this report on taxation practices in Canada.

The major topics are listed below:

Corporation Income Tax

Depreciation

Arms Length Transactions

Purchase and Sale, Amalgamation of Businesses

Stock Options, Pension Plans, Profit Sharing Plans

Capital Gains

Gift Tax

Succession Duties and the Estate Tax Act

Trends in Taxation

TEXT: none

Wednesdays, commencing September 25, 7:30-9:30 p.m., 316 Galbraith Building, St. George Campus.

\$60.00 — 25 sessions

Management Courses

W. A. DIMMA, Course Director

Business Administration This course encompasses the broad fields of accounting and finance, marketing, manufacturing, personnel relations, and general management. In twenty sessions of two hours each, four lecturers will range across a wide number of the phases of business rather than examine and treat a lesser number of topics more exhaustively. Because the course is aimed primarily at those above, at, or near the middle-management level, a requirement of admission is a general knowledge of business, including at least two years' practical experience. It is recommended that applicants have a minimum educational level of Grade 13 or equivalent, although exceptions will be made for those with at least five years' business experience.

TEXT: reading list provided during course

Tuesdays, commencing October 8, 6:00-8:00 p.m., 2135 Sidney Smith Hall, St. George Campus.

\$50.00 — 20 sessions

R. J. PORTER

Administrative Practices The function of the administrator and the general nature of administration are the major subjects to be studied in this series. The first lectures will be devoted to the study of planning, organizing, directing and controlling. Later sessions will deal with administrative techniques employed in management. The emphasis will be on class discussion. Cases, films and an extensive reading list will help to provide background for discussion.

The course is of particular value to owners or managers of medium sized enterprises, and those who have total responsibility for a division of a large corporation.

PREREQUISITES: Practical experience in administration at a relatively high decision-making level is a prerequisite for admission. Students are required to submit a brief résumé of experience with application forms.

Registration will be limited to 35 students.

TEXT: W. H. Newman and C. E. Sumner, *The Process of Management: Concepts, Behaviour, and Practice*. Prentice-Hall (1962). Wednesdays, commencing October 9, 6:00-8:00 p.m., 243 Galbraith Building, St. George Campus.

\$60.00 — 20 sessions

R. DEVLIN

Adult Learning and Teaching This course is designed for men and women who are involved in the education or training of adults in business, industry, professional and vocational training programs, educational institutions, religious institutions, government, libraries, armed services, and other organizations.

Management Courses

The members of this course will consider the following topics: setting objectives, the function of the instructor of adults, instructional methods and techniques, evaluation, and some psychological characteristics of adults. Members will be encouraged to relate this knowledge to their own professional responsibilities. The instructor will attempt to use methods suitable for an adult group including reading, brief lectures, discussion, mimeographed handouts, and observation.

Those who wish to receive a letter of recognition in the course will submit a variety of brief written assignments, usually requiring thoughtful reaction to the reading and discussion. There will be no tests and one optional examination.

The only requirement for admission to this course is a desire to increase one's own competence in helping adults learn.

Registration will be limited to 30 students.

TEXT: J. R. Kidd, *How Adults Learn*. Association Press (New York) or G. R. Welch (Etobicoke) (1959).

Wednesdays, commencing September 25, 6:30-8:30 p.m., 314 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Manpower Development Program.

J. F. LOWERY, R. PURCELL

Background for Business Administration

This course is designed to give students a knowledge of the many factors involved in the management of a business. All aspects that underlie the successful operation of a business organization will be discussed with particular emphasis on the expanding area of computerization and the contributions of the behavioural sciences. The administrative process of planning, organizing, directing, controlling, staffing, leading and measuring will be examined. Some time will be spent explaining the business operations of the various departments in a company such as the legal, finance, personnel, marketing, production, advertising, and data processing departments, among others. Although this course will consist mainly of lectures and discussions, a limited number of case studies will be used.

TEXT: (for the Monday and Wednesday classes) A. M. Weimer, *Business Administration: An Introductory Management Approach*. Richard Irwin, Inc. (1962).

(for the Tuesday class) G. R. Terry, *Principles of Management*. 4th ed., Richard Irwin.

Mondays, commencing September 23, 6:30-8:30 p.m., Room B, Law Building, St. George Campus.

Tuesdays, commencing September 24, 6:00-8:00 p.m., 244 Gal-

Management Courses

braith Building, St. George Campus.

Wednesdays, commencing September 25, 8:15-10:15 p.m., **Erindale Campus.**

\$75.00 — 25 sessions

This course may be taken as part of the Fellows' Program in Banking.

A. F. COLLACO

Communications

The aim of this course is to increase the students' knowledge, understanding and skill in communicating effectively.

The concepts and processes of face to face communications, as well as communications in small and large groups will be examined in depth. The course will deal with the mechanics and problems of oral and written communications as well as the relationship between communications and behaviour. Some of the barriers to effective communications will be examined and some techniques will be developed to help in overcoming these barriers and in improving communication skills. Emphasis will be placed on practising these skills.

The course consists of four main topics or emphases: writing, reading, speaking, and listening.

TEXT: none

Wednesdays, commencing September 25, 7:00-9:00 p.m., 216 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Manpower Development Program, the Fellows' Program in Banking, and the Industrial Marketing Program.

R. N. BEATTIE

Communications in Business — Written

This course is designed for supervisors who are required to write letters, memoranda, reports, instructions, and other business communications. The planning and writing of these is the principal subject of discussion and practice, although the course does include some review of English grammar usage and composition.

It is desirable for students to have Grade 13 English Composition, or its equivalent.

TEXT: Reid and Wendlinger, *Effective Letters: A Program for Self-Instruction*. McGraw-Hill (1964).

H. W. Fowler, *A Dictionary of Modern English Usage*. Second ed., Oxford University Press (1965).

Additional reading material and references will be supplied in class. Thursdays, commencing October 10, 7:30-9:30 p.m. 116 Galbraith Building, St. George Campus.

\$50.00 — 20 sessions

Management Courses

W. MORGAN

High Speed Data Processing This introduction to modern high-speed data processing systems provides a general background on the use of stored program computers in business problems. It is divided into three approximately equal sections: data processing systems, coding and programming, and applications.

The section on systems is a study of the components and principles of computers. The section on coding and programming introduces terminology and new ideas through a few simple problems. The last section is about the application of these new methods to insurance, inventory control, accounting, production scheduling, etc. Throughout the course a special effort is made to concentrate on methods which are generally valid on modern machines. The course terminates with a symposium in which representatives of manufacturing and other organizations active in this field in Canada are invited to participate.

PREREQUISITE: Applicants need not have specialized knowledge of mathematics nor any knowledge of electronics. They should, however, have some interest and experience in a field where the handling of numerical data is important.

Registration will be limited to 100 students.

TEXT: T.B.A.

Mondays, commencing October 7, 7:00-9:00 p.m., 220 Galbraith Building, St. George Campus.

Wednesdays, commencing October 9, 8:15-10:15 p.m., **Scarborough Campus.**

\$60.00 — 20 sessions

M. WILSON

Human Relations and Human Organization—I The purpose of this course is to provide those attending with a means of developing their relationship skills. It is intended for persons who are interested primarily in making practical improvements rather than in the mastery of a body of theoretical knowledge.

Often such skills develop best in a learning situation which allows participants to explore new ways of looking at problems and working with others. Consequently, while some lecture and demonstration material will be presented, discussion techniques will be used extensively. An informal atmosphere which promotes a free exchange of experiences and increased sensitivity to others will be encouraged. There will be no examination, but participants will be expected to undertake a number of self-assigned experiments to test different approaches in their own settings.

This course will be of particular interest to persons preparing them-

Management Courses

selves for broader responsibilities. Participants should have a good management background.

PREREQUISITE: Registrants are required to submit a brief résumé of their experience along with their application form.

Registration will be limited to 25 students.

TEXT: none

Mondays, commencing October 7, 7:00-9:30 p.m., Committee Room, Falconer Hall, St. George Campus.

\$75.00 — 20 sessions

M. WILSON

Human Relations and Human This course is a continuation of course one in developing relation-
Organization-2 ship skills.

The purpose of the course is to extend the creative use of inter-personal skills while directing increasing attention to effective participation in groups. Sessions will be informal and relaxed.

Control of class activities will be gradually transferred to the participants as an operating and self-determining group. Material common to the experience of all will thus be provided for discussion purposes and to highlight characteristic behavior patterns in group situations. A considerable proportion of course content will result from reports by class members on the progress and outcome of individual experiments.

This course is intended for persons who have already found sensitivity training a useful means of furthering their own development. Effective participation will require reality testing in activities in both formal organizations and informal group settings to promote the translation of insight into practical action.

Registration will be limited to 25 students.

TEXT: none

Wednesdays, commencing October 9, 7:00-9:30 p.m., Committee Room, Falconer Hall, St. George Campus.

\$75.00 — 20 sessions

J. C. CHISHOLM

Interviewing and Counselling This course is designed for those persons who are working as interviewers or counsellors and for those who view the interview as an important auxiliary skill required in their job. Supervisors, managers, and personnel workers should find the skills gained in this course particularly useful.

Course content will include both theory and practice with emphasis on application. Students will be given the opportunity to practice these skills in the classroom setting through role playing, observation, and practice exercises. The types of interviews covered will be those commonly used in a business and industrial setting: i.e. em-

Management Courses

ployment, termination, corrective, promotion, appraisal and counselling.

Registration will be limited to 30 students.

TEXT: R. L. Kahn and C. F. Cannell, *The Dynamics of Interviewing*, J. Wiley and Sons (1957).

Tuesdays, commencing September 24, 7:30-9:30 p.m., Committee Room, Falconer Hall, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Manpower Development Program.

F. W. MURRAY

Labour Relations This course is primarily for people in industry who now carry responsibilities for decisions in personnel administration, particularly where collective bargaining is a factor.

The topics covered will include the history of the trade union movement and labour legislation, particularly in Canada, with a more detailed examination of the Ontario Labour Relations Act and its procedures. Comparisons will be made with other provincial and federal legislation, highlighting recent legislative developments in the field. Negotiations, including conciliation procedures and the administration of collective agreements including arbitration, will be covered together with a study of some of the more important portions of the collective agreement.

The sessions are of a work-session nature wherever practical in order to develop an understanding of the problems both union and management bring to the labour relations situation, and of the environment in which they operate.

TEXT: T. B. A.

Mondays, commencing September 23, 7:30-9:30 p.m., Room H, Teefy Hall, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Personnel-Industrial Relations Program.

J. I. STEWART

Law for the Businessman The topics covered in this course have been selected to complement those presented in the course, "Legal Aspects of Business." In general they deal with areas in which a legal problem may arise before a businessman has an opportunity to consult his solicitor. No prior knowledge of law is assumed.

Included in the topics to be discussed are:

Introduction to the legal system

The law of torts

The law of bankruptcy

Management Courses

Expropriation, zoning, municipal assessment and other aspects of real property law

Criminal offences in business

TEXTS: W. H. Anger and H. D. Anger, *Angers' Digest of Canadian Law*. 19th ed., Canada Law Book Company Ltd. (1967).

J. E. Smythe and D. A. Soberman, *The Law and Business Administration in Canada*. Prentice-Hall (1964).

Thursdays, commencing October 10, 6:30-8:30 p.m., 305 Galbraith Building, St. George Campus.

\$50.00 — 20 sessions

J. F. HEAL

Legal Aspects of Business

This course is intended to furnish students with a general understanding of law and to help them avoid legal pitfalls which commonly arise in business. It is designed primarily for persons in financial institutions but should be of use to all business people. The course consists of a general introduction to commercial law, its history and administration. Special attention will be given to contracts, bills of exchange, security documents (other than land security documents) and to the protection of property rights through the laws of patents, trademarks, torts and insurance. Certain statutes of special interest and the law relating to corporations and bankruptcies and civil remedies will be reviewed. Students will be required to analyze and formulate practical solutions for commercial legal problems.

Participation in a short period of court attendance will form an integral part of the course.

Special emphasis will be placed on student participation in lecture discussions and seminars.

TEXT: J. E. Smythe and D. A. Soberman, *The Law and Business Administration in Canada*. Prentice-Hall (1964).

Mondays, commencing September 23, 7:00-9:00 p.m., Room D, Law Building, St. George Campus.

\$85.00 — 25 sessions

This course may be taken as part of the Fellows' Program in Banking.

Business Management

This is a broad introductory course in business management covering five general areas: marketing, production, personnel, finance, and management.

Topics to be covered include:

The consumer, product policy, channels of distribution, advertising and selling

Inventory control, production control, wage and salary administration

Management Courses

Human relations; recruitment, selection and training; union-management relations

Financial analysis, financial planning, asset management, sources of funds

Small business management, general management

Applicants should have successfully completed Grade 13 or have had several years of practical business experience. Students are required to prepare a business case each week.

TEXT: D. H. Thain, J. J. Wettlaufer & S. A. Martin, *Business Administration in Canada*. McGraw-Hill.

Thursdays, commencing October 10, 8:15-10:15 p.m., **Scarborough Campus**.

\$50.00 — 20 sessions

W. T. NUTSON

Industrial Management This study of the principles and techniques of industrial management divides broadly into two general areas:

An introduction to modern management thought with the subsequent emphasis on people, both manager and those managed, relative to organization research and theory, motivation, incentives and morale, policy formulation, planning and decision making;

A broad introduction to the physical make-up of an industrial organization. In this second category, there will be a discussion of line and staff functions, and their interrelationship.

The significance of good control as a function of industrial engineering, production planning and accounting will be amplified.

Registration will be limited to 50 students.

TEXT: W. W. Haynes and J. L. Massie, *Management — Analysis Concepts and Cases*, Prentice-Hall (1964).

Thursdays, commencing September 26, 7:30-9:30 p.m., 221 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Manpower Development Program.

A. I. HAINEY, K. W. PRESTON

Management Principles and Organizational Behaviour This course will be divided into three general areas. The first will deal with the theory and principles of the managing process. The various management functions will be reviewed and discussed in a critical manner.

The second area will involve an examination of how recent studies in the field of behavioural science and decision-making can apply to management situations. Macgregor's "x" and "y" theory and Blake's Managerial Grid will be presented and discussed.

Management Courses

Finally, a series of case studies will provide an opportunity for a review of management principles and organizational behaviour as they apply to entrepreneurial situations.

(For those pursuing the Personnel-Industrial Relations co-ordinated program, this course must be taken in the final year.)

TEXT: none

Wednesdays, commencing September 25, 6:00-8:00 p.m., 252 Mechanical Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Fellows' Program in Banking and the Personnel-Industrial Relations Program.

C. D. SADLEIR

Concepts and Use of Management Science

The objectives of this course are to provide an appreciation of the character and concepts of management science and to discuss the problems of, and opportunities for, applying management science techniques and implementing resulting solutions in the practical context of business and industry.

The course is designed for supervisors, managers and those who desire to understand, evaluate and control management science without practising it.

After placing management science in perspective, both historically and professionally, the course will provide an overview of management science methodology. The concept of modeling will be developed and the scope and limitations of mathematical models will be discussed. The models will be related to problem types and illustrated by descriptions of practical applications in the traditional business functions of marketing, production and administration.

The interdisciplinary nature of management science will be examined with reference to the contributions of such disciplines as the physical and behavioural sciences, engineering, economics and mathematics. Special attention will be given to the systems orientation of management science. In particular, the interaction of the systems analyst, management scientist, and computer programmer in the development of data processing and information systems will be explored.

At each stage of the evolution of a management science study, problems arise which relate to the decision-makers and to the eventual users of the solution. Throughout the course, every attempt will be made to identify these problems and to suggest alternative means of resolving them. Particular emphasis will be placed on implementation planning and there will be opportunities for group discussion.

Management Courses

TEXT: T.B.A.

Tuesdays, commencing October 8, 7:30-9:30 p.m., 404 Mechanical Building, St. George Campus.

\$60.00 — 20 sessions

P. C. DI NOVO

Management in the Manufacturing Firm

This course deals primarily with the functions of manufacturing management stressing the activities of planning, organizing, and controlling. The component parts of the manufacturing function are examined in detail to develop an increased understanding of the overall responsibility of the manager. The applicability of some of the latest management techniques and styles to firms with which members of the class are associated will be studied. Cases will be used to show different approaches to solving management problems and participation in discussions will be encouraged.

Topics for discussion will include:

Organization

Budgets and manufacturing economics

Capital investment

Process and product design

Method study and work measurement

Industrial relations

Wage and salary administration

Computer applications

Control of costs, quality, inventory and production

This course is designed for people in supervisory or management positions seeking to improve their effectiveness.

TEXT: F. Moore, *Manufacturing Management*. Fourth ed., Richard Irwin.

Thursdays, commencing October 10, 7:00-9:00 p.m., 216 Galbraith Building, St. George Campus.

\$60.00 — 20 sessions

E. BATLER, Course Director

Mergers and Acquisitions

The purpose of this course is to analyze the process of merger and acquisition of business enterprises. Since the number of enterprises involved in such amalgamations increases each year, it is becoming important for all senior management to become familiar with the key steps.

The course will cover the following topics:

The Merger and Acquisition Trend

Company Planning for the Merger

Evaluation and Appraisal — i.e. How Much? (3 Methods)

Management Courses

Legal Implications of Mergers and Acquisitions
 Tax Implications of Mergers and Acquisitions
 Why Mergers Miscarry
 Case Histories

The lectures will be given by specialists in the various aspects as well as by general management people who have been involved in actual mergers. The objective of the course is to give senior general, finance and owner personnel a practical overview of the actual factors to be considered if they are involved in an amalgamation either in the selling or buying organization. Case histories will be used throughout to demonstrate practical solutions. Detailed check-lists and an extensive bibliography will be furnished to each student.

Registration will be limited to 30 students.

RECOMMENDED READING: M. L. Mace and G. G. Montgomery Jr., *Management Problems of Corporate Acquisitions*. Harvard Business School (1963). G. D. McCarthy, *Acquisitions and Mergers*. The Ronald Press (1963).

Thursdays, commencing September 26, 7:30-9:30 p.m., 406 Carr Hall, St. George Campus.

\$100.00 — 12 sessions

J. GRANT

Motivation Workshop This course is intended for middle management to provide a workshop in which various theories of motivation in industry and their application may be discussed.

Such topics as the following, and others contributed by participants will be covered:

- Reaction to change and how to manage it
- Performance reviews as a motivational tool
- The effect of supervisor behavior on motivation
- Need satisfaction on the job

RECOMMENDED READING: S. Gellerman, *Motivation and Productivity*. American Management Association (1963).

S. Gellerman, *Management by Motivation*. American Management Association (1963).

Mondays, commencing October 7, 7:30-9:30 p.m., Room C, Teefy Hall, St. George Campus.

\$50.00 — 10 sessions

This course may be taken as part of the Manpower Development Program.

J. DUFFIN

Office Management This course is intended for men and women who are seeking a career in office management. It will also be of interest to newly appointed Office Managers, and to Senior General Supervisors.

Management Courses

The course is designed to present fundamental principles of modern office technology and to develop the ability of the student to analyse and solve office management problems. Some emphasis is placed upon control of the office environment.

Students will be expected to complete case problem assignments.

Some of the topics to be covered are:

- The Concept of Office Work
- Authority and Organizational Relationships
- Systems and Procedures
- Introduction to Computers
- Managing in the New Office Technology
- Records Management
- Supervision in the Office
- Controlling: Standards, Time, Cost

Registration will be limited to 50 students.

TEXT: G. R. Terry, *Office Management and Control*. 5th ed., Richard Irwin (1965).

Thursdays, commencing October 8, 6:30-8:30 p.m., 248 Galbraith Building, St. George Campus.

\$50.00 — 20 sessions

L. WEVRICK

An Overview of Personnel Administration

This course should prove useful to individuals who have just entered or are interested in entering the personnel field. Also, for individuals in supervisory positions, the course will provide an appreciation of the personnel department's role in a business organization.

As an introduction to the field of Personnel Administration, the course covers the major personnel activities by means of lectures, class discussions and analysis of case studies. Pertinent findings from the social sciences and human relations studies will be covered.

Topics to be covered include:

- The relationship of the personnel function to the rest of the organization
- The personnel administrator's job in manning the operation — recruitment, selection, and placement
- Evaluating jobs and personnel — wage and salary administration, performance appraisal
- Training and developing people
- Communications — interviewing and counselling
- Current labour relations problems and trends
- Implications of technological change — manpower planning

Registration will be limited to 50 students.

Management Courses

TEXT: E. H. Schein, *Organizational Psychology*. Prentice-Hall (1965).

Mondays, commencing January 6, 1969, 6:00-8:00 p.m., 406 Carr Hall, St. George Campus.

\$39.00 — 13 sessions

This course may be taken as part of the Manpower Development Program.

T. L. BOURK

The Personnel Function

This course is designed to provide students with a general understanding of the activities and systems which comprise the personnel function of an organization. All aspects of personnel management will be explored with particular emphasis on relating personnel management principles, policies, and procedures to situational material.

Topics will include: organization of personnel, leadership and communication, staffing the organization, employee benefits and personnel services, performance appraisal, training and development, wage and salary administration, government legislation, organization planning and research.

TEXT: J. W. Towle, S. H. Schoen, R. L. Hilgert, *Problems and Policies in Personnel Management, A Case Book*. Houghton-Mifflin Co. (1965).

W. L. French, *The Personnel Management Process: Human Resources Administration*, Houghton-Mifflin Co. (1964).

Wednesdays, commencing September 25, 6:30-8:30 p.m., 406 Carr Hall, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Personnel-Industrial Relations Program.

J. U. JOSEPH

Business Policy

This course covers the fields of policy making and administration. The approach is from the level of top management in order that management problems may be studied from an overall, rather than from a departmental, point of view. However, the course itself is intended for middle management and above.

The course emphasizes (1) diagnosing a company's situation with regard to both internal and external conditions; (2) determining objectives; (3) planning administrative, financial, production, and marketing strategies and tactics for achieving objectives; and (4) operating the organization according to a plan.

A major objective of the course is to develop a comprehensive approach to business problems.

Management Courses

TEXT: E. P. Learned *et al.*, *Business Policy: Text and Cases*. Richard D. Irwin Inc. (1965).

Mondays, commencing September 23, 7:00-9:00 p.m., 216 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Fellows' Program in Banking.

K. A. CASSAC

Organizational Psychology

Behavioural scientists have developed a body of knowledge in the area of human behaviour that can be applied usefully to the management of organizations, whether industrial, business, government, voluntary or hospital.

This course is intended primarily for employees in the personnel field; interested middle management also may enrol. The course deals with the experiences, researches and theories of experimental psychology, social psychology, clinical psychology, sociology and organizational science that bear on problems of organizational life. Areas dealt with include the history of organizational psychology; development of modern management concepts; behaviour of individuals in terms of motivation, personality development, perception, attitude formation and learning theory; inter-personal relations, influence processes, communication, leadership styles; group behaviour; role behaviour; decision-making and problem solving; systems model of organizational behaviour; stress, defense mechanisms, maladjustment and maturity; psychological testing.

Discussion of areas of application will include selection, training, performance appraisal, counselling and personnel research.

TEXT: H. J. Leavitt, *Managerial Psychology*. Second ed., University of Chicago Press (1964) (available in paperback).

Thursdays, commencing September 26, 6:00-8:00 p.m., 404 Carr Hall, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Personnel-Industrial Relations and the Manpower Development Programs.

J. W. HARDIE

Management of the Small Business Enterprise

This course is designed primarily for persons working in companies with less than 100 employees and should appeal to the aspiring entrepreneur. In the initial three or four sessions of the course discussion will be focused on balance sheet analysis, forecasting costing and budgeting controls. Most of the sessions will be devoted to discussions of various small and new business enterprises in various

Management Courses

stages of development to show participants how to identify and solve the problems posed by these case histories. Group reports on an imaginary or real new enterprise in need of founding capital will be reviewed in the final two or three sessions of the course. As class discussions will reflect the opinions and background of the participants enrolment is confined to individuals 25 years of age and over with a minimum of seven years of business experience, a portion of which should be in a managerial capacity.

TEXT: W. A. Hosmer, F. L. Tucker and A. C. Cooper, *Small Business Management: A Casebook*. Richard Irwin (1966).

Investment Dealers' Association, *How to Read a Financial Statement*.

R. B. Buchele, *Business Policy in Growing Firms*. Chandler Publishing Co. (1967).

Thursdays, commencing September 26, 7:30-9:30 p.m., 204 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

V. SAWYER

Statistical Methods This is an introductory course in modern statistical methods and in ways of making decisions under conditions of uncertainty. Topics include frequency series, correlation, time series analysis, elementary probability, sampling, statistical inference, and analysis of variance. No mathematics beyond high school algebra is required. The class will be limited to 30 students.

TEXT: J. E. Freund and F. J. Williams, *Elementary Business Statistics: The Modern Approach*. Prentice-Hall, Inc. (1964).

Thursdays, commencing October 10, 7:30-9:30 p.m., 107 Galbraith Building, St. George Campus.

\$50.00 — 20 sessions

L. WEVRICK

Statistics and Individual Differences This course is designed to give Personnel Staff a better understanding of the statistics involved in Personnel Management. It will also deal with the application of statistical techniques to problems in selection, evaluation, and counselling. Topics to be covered are:

- Graphical Display of Data
- Descriptive Statistics
- Sampling Techniques
- Individual Differences
- Assessment Techniques
- Age and Sex Variables
- Problems in Psychological Testing

Management Courses

TEXTS: L. E. Tyler, *Tests and Measurements*. Prentice-Hall (1963) (paperback).

P. B. Moroney, *Facts for Figures*. Pelican (Longmans) (1964). Mondays, commencing September 23, 6:00-8:00 p.m., 406 Carr Hall, St. George Campus.

\$36.00 — 12 sessions

This course may be taken as part of the Manpower Development Program.

J. WAINWRIGHT

Effective Supervision This course is designed for foremen and supervisors in business and industry who wish to increase their managerial effectiveness. Course content will include: principles of supervision, developing leadership skills, setting operating objectives and standards of performance, discipline, delegation, performance appraisal, communications, motivation, training, hiring, interviewing, handling grievances, employee counselling, job evaluation, wage and salary administration and management of time.

Material will be presented by various methods, including lectures, group discussions, case studies and films.

TEXT: *Leadership on the Job: Guides to Good Supervision*. American Management Association Inc. (1957).

Tuesdays, commencing October 8, 7:00-9:00 p.m., 405 Carr Hall, St. George Campus.

Thursdays, commencing October 10, 7:00-9:00 p.m., **Scarborough Campus.**

\$50.00 — 20 sessions

A. JOMA

Training and Developing Personnel (Principles and Methods) Training is a dynamic, planned effort to help an employee to do a better job. The principles and methods that lead to improved performance apply as much to formal training programs as to the employee-supervisor-management relationships.

This course will provide the instructor with up-to-date tools to solve specific training problems. It will help the supervisor and the manager in developing his subordinates, and enable him to use the learning-training-development principles for better satisfaction of the human wants of his men and the economic needs of his organization.

The course emphasises modern teaching concepts and student involvement in group discussions, teaching assignments, workshop sessions, and studies of effective programs in other companies. This way, much of the course content will be transformed into practical

Management Courses

knowledge and skills, preparing the way for results oriented training programs and more efficient performance on the job, be it instruction or supervision or both.

A wide variety of training methods and teaching aids will be used to learn more about:

Relating organizational needs to training objectives

The learning - teaching transaction

Lesson and program planning

Principles of verbal and written communication

On-the-job training

Content of pre-supervisory and supervisory training courses

Principles of manpower and management development

Testing and evaluation of results

Preparation and effective use of: case study, role play, films and slides, tape recording, overhead projection, flip charts, et cetera.

Self-development

TEXT: T.B.A.

Wednesdays, commencing September 25, 7:00-9:00 p.m., 403 Carr Hall, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Manpower Development Program.

Marketing Courses

G. V. FORSTER

Advertising and Sales Promotion

This course studies the objectives and methods of advertising and promotion together with their place in marketing strategy. Topics are presented from the viewpoint of the potential manager of the advertising and promotion function and include: the development of advertising strategy and sales promotion strategy, audience identification, message and media selection, advertising evaluation, budgeting, and measurement of results. Case study will also be included.

PREREQUISITE: course "Marketing Management," or "Marketing," or equivalent experience

TEXT: none

Wednesdays, commencing October 9, 7:00-9:00 p.m., 404 Carr Hall, St. George Campus.

\$30.00 — 10 sessions

This course may be taken as part of the Industrial Marketing Program.

W. A. PORTER

Marketing

This is an introductory course based on the premise that the solution of marketing problems requires: a) an understanding of the behaviour of buyers and sellers in the marketplace, and of the role of marketing in corporate strategy; b) a knowledge of the tools and techniques available to research markets; to plan products; to develop effective channels of distribution; to create meaningful advertising, sales promotion, and personal selling; and to evaluate the critical areas of decision-making, such as pricing policies.

Discussions will be in the context of business practice as understood in the light of current marketing theories and concepts. Guest speakers, lectures, and discussion of Canadian marketing situations will be used during the year.

TEXTS: P. Kotler, *Marketing Management, Analysis, Planning, and Control*. Prentice-Hall (1967).

I. A. Litvak & B. E. Mallen, *Marketing: Canada*. McGraw-Hill (1964).

Mondays, commencing October 7, 6:30-8:30 p.m., 244 Galbraith Building, St. George Campus.

\$50.00 — 20 sessions

R. E. VOSBURGH

Marketing

This is an introductory course based on the premise that the solution of marketing problems requires a knowledge of marketing research, buyer behaviour and the role of marketing in corporate strategy. Particular emphasis will be on problems requiring management decisions. Problem areas will include product policies and pricing policies.

Marketing Courses

Discussions will be in the context of business practice as understood in the light of current marketing theories and concepts. Guest speakers, lectures and problems will be used during the year. It is desirable for registrants to have some degree of managerial responsibility in their firms.

TEXT: T. A. Staudt and D. A. Taylor, *A Managerial Introduction to Marketing*. Prentice-Hall, Inc.

Thursdays, commencing October 10, 7:00-9:00 p.m., **Erindale Campus.**

\$50.00 — 20 sessions

D. I. GALLAGHER

Industrial Marketing

This course is given for those who are interested in the application of modern marketing techniques to the marketing of industrial products and services. Included are the following topics of study: characteristics of industrial markets, pricing, middlemen and methods of distribution, selling and promotion, product development and diversification, marketing organization, market planning and control.

PREREQUISITE: course "Marketing Management," or "Marketing," or equivalent experience

TEXT: R. S. Alexander, J. S. Cross, & R. M. Cunningham, *Industrial Marketing*. Rev. ed., Richard Irwin (1961).

Mondays, commencing Oct. 7, 7:30-9:30 p.m., 119 Galbraith Building, St. George Campus.

\$30.00 — 10 sessions

This course may be taken as part of the Industrial Marketing Program.

D. SIMON

International Markets

For an expanding number of companies the Canadian market is no longer large enough. Global opportunities are constantly opening up and recently Canada has become the fourth largest trading nation in world markets. However, awareness of these opportunities requires a knowledge and understanding of contemporary international markets.

Are international markets different from domestic? Is international marketing a simple continuation of domestic marketing?

Accepting the universal application of marketing principles the course recognizes that foreign markets present the businessman with a combination of economic, political and social variables different from the domestic market. Some of these variables dominate the foreign market environment and dictate the businessman's overall marketing strategy.

Marketing Courses

The course focuses on the variables and problems relating to operating institutions as they are found in today's international business world.

TEXT: J. Fayerweather, *International Marketing*. Prentice-Hall (1965).

Mondays, commencing October 7, 7:00-9:00 p.m., 403 Carr Hall, St. George Campus.

\$60.00 — 20 sessions

This course may be taken as part of the Industrial Marketing Program.

W. R. JACK

Marketing Management

'Marketing Management' is an introductory course on marketing as a system of business activities. Course topics will include the marketing process, marketing research, analysis of markets, customer motivation and buying patterns, product development, brand policy, image building, distribution channels, the price system, promotional activities, and financing a marketing program.

Discussions of current business practices, assignment of cases and problem solving, and special guest speakers will supplement the lecture series.

TEXT: W. J. Stanton, *Fundamentals of Marketing*. 2nd ed., McGraw-Hill.

Tuesdays, commencing September 24, 8:15-10:15 p.m., **Scarborough Campus.**

\$75.00 — 25 sessions

This course may be taken as part of the Industrial Marketing Program.

D. SIMON

Marketing Management

This course covers the fundamental elements of marketing within the context of a rapidly changing business environment.

Cases are used to complement discussions and lectures to provide an understanding of contemporary marketing problems.

Emphasis is placed on the development and integration of the overall marketing plan.

CASE BOOK: E. C. Bursk, *Cases in Marketing Management*. Prentice-Hall.

TEXT: E. W. Cundiff and R. R. Still, *Essentials of Marketing*. Prentice-Hall.

Wednesdays, commencing September 25, 7:00-9:00 p.m., 254 Mechanical Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Industrial Marketing Program.

Marketing Courses

A. T. GAMBLE

Marketing Research

This course is intended for users of research rather than those already deeply involved in the subject — people such as advertising, marketing, or product managers, account executives, or anyone who wants to know how to use and understand this interesting marketing tool that can prevent costly mistakes and waste of money. The course covers such areas as industry organization, problems that can and cannot be solved with research, techniques in use today, methods of controlling and buying, costs, evaluation of results, et cetera.

PREREQUISITE: course "Marketing Management," "Marketing," or equivalent experience

TEXTS: Textbooks are not essential, but for those wishing to read, the following are recommended:

(General) H. W. Boyd & R. Westfall, *Marketing Research — Text & Cases*. Richard Irwin (1958).

(Statistical) R. Ferber, *Market Research*. McGraw-Hill (1949).

Thursdays, commencing January 9, 1969, 7:00-9:00 p.m., 119 Galbraith Building, St. George Campus.

\$30.00 — 10 sessions

D. I. GALLAGHER & D. A. YOUNG

Sales Management

Included in this course are the following topics of study: personal selling as a part of the marketing mix, nature of the selling job, recruiting and selecting salesmen, training and development, sales control, compensation, territory allocation and evaluation, sales organization, and co-ordination with related functions.

PREREQUISITE: course "Marketing Management," "Marketing," or equivalent experience

TEXT: B. R. Canfield, *Sales Administration: Principles and Problems*. 4th ed., Prentice-Hall (1962).

Tuesdays, commencing October 8, 7:30-9:30 p.m., 119 Galbraith Building, St. George Campus.

\$60.00 — 20 sessions

This course may be taken as part of the Industrial Marketing Program.

Operational Research Courses

S. M. ABDELMESSIH

Linear Algebra and Matrices This course consists of a study of: matrix notions and operations, inversion, determinants, computational methods with matrices and determinants, systems of linear equations, vectors, and vector spaces, eigen value problems, linear programming, linear models, the simplex method, and applications.

PREREQUISITE: undergraduate engineering mathematics

Registration will be limited to 50 students.

TEXT: T.B.A.

Thursdays, commencing September 26, 7:30-9:30 p.m., 304 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Operational Research Program.

J. W. ABRAMS

Linear Programming and its Extensions This course is designed for engineers, operational researchers, and management scientists who wish to be able to apply professionally linear programming and related techniques. Although no previous experience with mathematical programming is required, it will be helpful, as will be a familiarity with matrices and linear algebra.

The course will start from fundamentals and develop and consider such topics as the simplex method, the revised-simplex, the dual-simplex, activity analysis, price relationships, simple and generalized transportation problems, allocation problems, capacitated transportation problems, and flows through networks.

Parametric programming problems and elementary cases of stochastic and integer programming will be treated. An introduction to non-linear and dynamic programming will be included.

Although emphasis will be placed upon methods of setting up and solving problems, these problems will be related to specific applications and case studies in the literature.

Registration will be limited to 35 students.

TEXT: G. B. Dantzig, *Linear Programming and Its Extensions*. Princeton University Press (1965) (2nd Printing).

Tuesdays, commencing September 24, 7:30-9:30 p.m., 243 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Operational Research Program.

Operational Research Courses

J. W. ABRAMS, Course Director

Introduction to Operational Research

This is an elementary course for those who wish to learn about operational research by working with some of its techniques. The techniques include those most frequently applied to problems in business and industry. They will be presented by specialists who have practical experience in their use.

Operational Research proceeds by setting up mathematical models of physical systems. Manipulation of the model yields insight as to how the physical system would behave if operated under various circumstances thus permitting operations to be improved or "optimized."

The first part of the course will deal with deterministic models, the most important of which is mathematical programming. The latter part will deal with probabilistic models and their application to queueing, inventory theory and production control.

The emphasis throughout will be on concepts, methods and applications and not on rigorous mathematical derivations of the theory. The course is thus not designed to provide a firm theoretical basis for future O.R. practitioners.

PREREQUISITE: A background of first-year university mathematics will be desirable though not essential.

TEXT: A. Kaufmann, *Methods and Models of Operational Research*. Prentice-Hall.

Wednesdays, commencing October 9, 7:30-9:30 p.m., 304 Galbraith Building, St. George Campus.

\$60.00 — 20 sessions

M. J. POSNER

Probability Theory and Mathematical Statistics

This course offers a systematic introduction to modern probability theory and mathematical statistics, and is intended for engineers and practitioners in operational research. It is designed to form a rigorous background for those who desire a thorough course as a preliminary to undertaking advanced work in industrial engineering, operational research, or management science. Subjects to be covered include sample spaces, random variables, probability distributions, characteristic functions, sampling, theory of estimation, and elements of analysis of variance. Familiarity with algebra and the calculus is required.

TEXT: J. Freund, *Mathematical Statistics*. Prentice-Hall (1962). Thursdays, commencing September 26, 7:30-9:30 p.m., 220 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Operational Research Program.

Operational Research Courses

R. W. P. ANDERSON

Simulation and Management Engineering Modeling The course presented is a basic, introductory treatment of simulation for the non-expert in either simulation or electronic computer usage. Students are expected to have a working knowledge of algebra. A knowledge of calculus and elementary probability is desirable.

Simulation of system behaviour generally requires many calculations, and it is often considered that only electronic computers can carry out this process efficiently. Therefore some time must be spent on basic ideas which arise in computer programming. The language dealt with most fully is GPSS, but features of some others will be discussed.

Treatment of the course material is directed more to discussion than to lectures. The building blocks of simulation studies which are developed include problem definition, data collection, choice of model, model construction, probabilistic variables, random number generation, choice of output, model verification, and experimentation.

TEXT: T.B.A.

Mondays, commencing October 7, 7:30-9:30 p.m., 402 Mechanical Building, St. George Campus.

\$60.00 — 20 sessions

This course may be taken as part of the Operational Research Program.

A. A. CUNNINGHAM

Statistical Decision Theory This course is designed for engineers, operational researchers, management scientists and those who wish to apply mathematical techniques to decision making. Familiarity with the methods of probability and statistics, such as is acquired through an introductory course, is an essential prerequisite as is calculus. Familiarity with linear algebra and linear programming will be helpful.

After a review of the elements of probability and statistics (events conditional probabilities, characteristics of random variables, important distributions, and sufficient statistics) the course will treat a number of statistical decision problems. In particular, principles used in decision making, states of nature, various decision rules and their comparison, Bayesian Decision rules and their computation, and geometrical interpretations will be covered.

Minimax decision rules will be related to linear programming which will be applied in their computation. Approximate minimax decision rules will be treated. Sequential sampling problems will be discussed along with the minimax Wald decision rule and approximations. Methods of handling regular decision over time will be

Operational Research Courses

covered. Decision theory models will be applied to estimation and the testing of hypotheses.

RECOMMENDED REFERENCES:

L. Weiss, *Statistical Decision Theory*. McGraw-Hill (1961).

S. Gass, *Linear Programming: Methods and Applications*. Second ed., McGraw-Hill (1964).

W. Karush, *Lectures on Decision Theory*. Systems Development Corporation, N Sp-1221, Santa Monica, California (1963).

Mondays, commencing October 7, 7:30-9:30 p.m., 308 Galbraith Building, St. George Campus.

\$75.00 — 20 sessions

This course may be taken as part of the Operational Research Program.

I. B. MACNEILL

Introduction to Stochastic Processes and their Applications in Business and Engineering

This course is designed for engineers, operational researchers and management scientists who wish to acquire a working knowledge of the types of probabilistic models which are currently being applied to problems of business and engineering.

The course will contain a brief review of probability theory, classification of probabilistic models, and a discussion of Markov Processes in discrete and continuous time and space. An introduction to non-Markov processes will be given. Some consideration will be given to statistical inference and computer simulation in stochastic models. Random walk and queueing models will be discussed.

Applications include problems of machine replacement, reliability, inventory management, storage and maintenance.

Registration will be limited to 35 students.

PREREQUISITES: The course "Probability Theory and Mathematical Statistics" listed in this brochure, or an equivalent course; mathematical maturity, at the level expected of an engineering graduate, are prerequisites. Some acquaintance with operational research procedures is desirable.

TEXT: E. Parzen, *Stochastic Processes*. Holden-Day Inc., San Francisco (1964).

Wednesdays, commencing September 25, 7:00-9:00 p.m., 120 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

This course may be taken as part of the Operational Research Program.

Engineering Courses

F. C. HOOPER

Air Conditioning Engineering

This is a course in the fundamentals of heating and air conditioning, covering the basic thermodynamics, refrigeration, psychrometry, heat transfer and fluid mechanics required for an understanding of the subject. Methods of solution of typical heat load, heating, ventilating and air conditioning problems are discussed.

PRINCIPAL REFERENCE: ASHRAE Guide

Mondays, commencing October 7, 7:30-9:30 p.m., 107 Galbraith Building, St. George Campus.

\$75.00 — 20 sessions

E. J. DAVISON

Automatic Control Theory

This course will be a survey of some of the recent advances in modern automatic control theory. A basic knowledge of automatic control theory and differential equations will be assumed.

Topics discussed will be matrix theory, phase-space representation, linear control theory, sensitivity analysis, adaptive control, stability theory, calculus of variations, dynamic programming, Pontryagin's Principle, and numerical methods of optimal control.

TEXT: none

Thursdays, commencing October 24, 6:30-8:30 p.m., 243 Galbraith Building, St. George Campus.

\$75.00 — 20 sessions

C. A. WARD

Calculus for Engineers

This course is to serve as a review of elementary calculus and differential equations for those with little or no knowledge of calculus. Each lecture will be devoted half to theory and half to problems. Among the topics to be covered are differentiation, integration, maxima and minima, multiple integrals, Taylor series, and elementary first and second order differential equations.

TEXT: F. Ayres Jr., *Calculus*. Schaum (1950).

Mondays, commencing September 23, 7:00-9:00 p.m., 404 Mechanical Building, St. George Campus.

\$75.00 — 25 sessions

(Offered in co-operation with the Association of Professional Engineers of Ontario)

A. B. ALLAN

Combustion Technology

This is a basic course in the fundamentals of combustion. It is designed to provide an understanding of the combustion of various types of fuels, of flames in general and of explosions.

The fundamental physical laws and thermo-chemical relationships of combustion and their applications will be covered. The processes of applied combustion will be discussed providing an understanding

Engineering Courses

of the so-called laminar and turbulent combustion waves, diffusion flames, and the flames of jets, of fuel gases, and sprays of liquid fuels. Finally, the combustion of solids will be described, as well as the physical conditions for gaseous explosions and detonations.

TEXT: none

Wednesdays, commencing October 9, 7:00-9:00 p.m., 116 Galbraith Building, St. George Campus.

\$75.00 — 20 sessions

A. C. HEWITT

Computer Programming and Analysis for Engineers

This course covers scientific programming language and technique including programme analysis, logic diagramming, coding, debug-ging and documentation.

Examples of various applications are explored. Each student will be assigned a problem in his own area of interest to be carried through final computer programming.

Other topics touched on will include: history of computers, their internal organization and design, symbolic logic, data processing and latest developments in computer language and application.

TEXT: D. D. McCracken, *A Guide to Fortran IV Programming*, Wiley & Sons (1965).

Tuesdays, commencing September 24, 7:30-9:30 p.m., 120 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

(Offered in co-operation with the Association of Professional Engineers of Ontario)

R. A. COLLINS & K. A. SELBY

Computer Programs for Structural Engineers

This course is intended for structural engineers, but others engaged in the professional practice of Civil Engineering should find it useful as well.

The objective of the course is to provide the participants with extensive experience in using a wide variety of digital computer programs. Some of these programs will be planned and written by the course participants. The list of programs, all of which are non-proprietary, includes: M.I.T.'s Integrated Civil Engineering System (ICES) and a selection of its subsystems, in particular the Structural Design Language (STRUDL); medium and large size general purpose structural analysis programs; industry originated programs for the design of structural elements; various utility programs and standard mathematical routines.

All programs will be written in the FORTRAN language and the first 3 sessions will be devoted to instruction, practice and review of elementary FORTRAN.

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Brief discussion and application of optimization in structural design and of computer graphics will provide insight into the potential of these techniques.

TEXTS: 'IBM 7094 IBSYS Operating System, Version 13, FORTRAN IV Language', Form No. C28-6390; 'Computer Programs for Structural Analysis' — Weaver; 'ICES STRUDL Engineering User's Manual', 'ICES: Programmer's Reference Manual' — Department of Civil Engineering, M.I.T.

Wednesdays, commencing September 25, 7:30-9:30 p.m., 248 Galbraith Building, St. George Campus.

\$125.00 — 23 sessions

S. R. PURCELL

Creative Industrial Design

This is a comprehensive course designed for the industrial manager and/or businessman concerned with developing new products to maintain competitive leadership. Stressing aesthetic and functional design concepts as basic for today's market requirements, the course will discuss: principles of functional and aesthetic design; designing for mass production; human engineering, materials and process evaluation; product psychology; parts design; packaging.

The student will participate in the design of several products of increasing difficulty. Case histories will be used.

PREREQUISITE: Some mathematics and physics experience at the post-secondary school level is necessary.

TEXT: A reading list will be provided.

Thursdays, commencing January 9, 7:30-9:30 p.m., 314 Galbraith Building, St. George Campus.

\$40.00 — 10 sessions

W. B. MAGYAR

Engineering Economics

This course is designed for those personnel from the chemical and resource industries who are interested in acquiring a broad knowledge of the factors involved and the mechanisms used to evaluate business projects from an economics standpoint. The student will gain a broad understanding of the type of approach and information necessary for such evaluations. As well as being intended for those directly engaged in engineering economics it will appeal to engineers in manufacturing plants concerned with the economics of revamping process facilities and to those in R & D concerned with evaluation of their research projects.

Prerequisite for the course will be a university degree in chemistry; chemical, mining or metallurgical engineering; or other disciplines engaged in engineering economics.

TEXT: T.B.A.

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Thursdays, commencing September 26, 7:00-9:00 p.m., 316 Galbraith Building, St. George Campus.

\$90.00 — 25 sessions

(Offered in co-operation with the Chemical Institute of Canada)

E. DAVIDSON

Introduction to Fluidics

This course is designed to provide an introduction for the control engineer to the subject of fluidics. After a brief review of the necessary fundamentals of fluid flow, attention will be directed to the characteristics of various fluidic elements, such as jet inter-action devices, vortex valves, turbulence amplifiers, and sensors. Some typical fluidic systems and applications will be described and the course will conclude with a brief survey of related analytical techniques.

After the initial lectures, some consideration will be given to adjusting the course content to suit the background of the applicants. Depending upon the degree and nature of the interest expressed in this subject, a more advanced course may be organized to delve deeper into related experimental and analytical techniques.

COURSE CONTENT:

Fundamentals of Fluid Flow

Survey of Fluidic Elements and Their Characteristics

Fluid Sensors and Related Devices

Some Fluidic Systems

Analytical Techniques

TEXT: none

Wednesdays, commencing October 9, 7:30-9:30 p.m., 308 Galbraith Building, St. George Campus.

\$50.00 — 10 sessions

A. H. ABDELMESSIH

Industrial Heat Transfer

This course is designed to provide workers with an understanding of the fundamentals of heat transfer and their applications in various fields of engineering.

The course will start with a basic review of the three mechanisms of heat transfer (conduction, convection and radiation). This will be followed by a detailed examination of the following topics:

Basic steady-state conduction theory and its applications to one-dimensional problems of insulation and extended surfaces

Transient conduction theory and its application to heating and cooling problems

Heat transfer by natural and forced convection including compact and irregular surfaces

Heat transfer by radiation

Heat transfer by continued conduction and convection and the

Engineering Courses

theory and design of heat exchangers

The course will emphasize the results of the analysis and a considerable amount of time will be devoted to introducing methods and techniques of solving practical engineering problems. Numerical and graphical techniques will be included.

Applicants should have a working knowledge of mathematics up to differential equations.

TEXT: T.B.A.

Wednesdays, commencing September 25, 7:00-9.00 p.m., 107 Galbraith Building, St. George Campus.

\$75.00 — 25 sessions

K. AUST, Course Director

Recent Advances in Materials Science and Technology

This course is intended primarily to present the exciting advances and developments that have occurred in the past several years in the field of materials science and technology. This will include present-day concepts of the nature of metals, ceramics, glasses, polymers, composite materials, and the properties of these materials that have resulted in important technological advances in industry. The specific areas of materials where future advances may be anticipated will be discussed in detail.

The course is intended for engineers, scientists, managers and technicians who are presently engaged in a specific area of materials and who wish to broaden their interests and understanding. One of the main objectives will be to enable those who take the course to participate more readily in future advances in materials in relation to the needs of Canadian industry.

The lectures will be given by various senior members of the Faculty of Applied Science and Engineering and the Institute for Aerospace Studies, of the University of Toronto. These members are world-renowned in their respective fields, and are presently engaged in materials research. Many of the lecturers have recently worked in leading industrial research and development laboratories in Canada, U.S.A., and Europe, where they contributed to the present understanding and application of materials.

The course will consist of a two-hour lecture, one evening a week, for twelve weeks. The general subjects will deal with: metals, ceramics and glasses, polymers, composite materials, and the important properties of materials such as mechanical, magnetic, electrical, thermal, chemical and optical. Typical examples of specific areas of materials development to be considered are: interfacial properties of metals in relation to brittleness and corrosion, control of grain orientations for better mechanical and magnetic properties, advances in precipitation and diffusion, high-density sintered materials — e.g., transparent alumina, high-temperature alloys, con-

Engineering Courses

trolled cast structures, semi-conductors, lasers, superplasticity, superconductivity, fibre-reinforced materials, and deformation of metals (fatigue).

TEXT: none

Tuesdays, commencing September 24, 7:30-9:30 p.m., 107 Galbraith Building, St. George Campus.

\$50.00 — 12 sessions

(Offered in co-operation with the Ontario Chapter of the American Society for Metals)

I. W. SMITH

Industrial Application of Numerically Controlled Machine Tools

'Numerical Control' of a machine tool provides a continuous flow of instructions, usually in the form of a punched tape, for relatively unattended machine operation. It permits a versatility and repetitive precision beyond that of a manually operated machine and offers economics in short as well as long production runs.

Development of the instructional tape from a set of drawings that specify the part to be made requires a knowledge of good draughting practice, familiarity with types of N.C. machines and their languages, an understanding of good manufacturing practice and the problems associated with precision and accuracy.

This course will deal with types and applications of N.C. machine tools, including consideration of the economics and planning procedures. Although not intended as a course in N.C. programming, machine languages will be described and related to manufacturing procedures. It will be most useful to those who have some knowledge of production procedures but who are not yet expert in N.C. methods.

TEXT: none

Mondays, commencing October 7, 7:30-9:30 p.m., 243 Galbraith Building, St. George Campus.

\$75.00 — 20 sessions

S. MCLEAN, Course Director

Instrumental Methods of Organic Chemistry

This course is designed to give a comprehensive and authoritative survey of the use in organic chemistry of modern methods requiring relatively complex instrumentation. The areas covered include gas phase chromatography, mass spectrometry, and infrared, ultraviolet and nuclear magnetic resonance spectroscopy. The course is divided into two parts, each comprised of ten two-hour lectures. The lecturers will be specialists in the areas they cover. In the first part the fundamentals of each technique will be outlined briefly and the emphasis will then be on instrumentation; the second part

Engineering Courses

of the course will be concerned with the applications of the techniques to the field of organic chemistry. The two parts will be given in sequence and an attempt will be made to make each sufficiently complete in itself that either may be taken separately if this is desired.

The course is principally intended for those who have a basic training in organic chemistry and have the opportunity to make use of these instrumental methods as part of their professional activities. It is expected that a person wishing to take the course will be aware of the basic aspects of the various techniques, but the brief introduction to each group of lectures will allow him to refresh his memory, or if it is a technique with which he is unfamiliar, to become aware of its fundamental aspects. However, each group of lectures will move quickly to a level of coverage suitable for professional use.

No laboratory work is involved and no specific textbook is assigned.

TEXT: none

Wednesdays, commencing October 9, 7:30-9:30 p.m., 155 Lash Miller Building, St. George Campus.

\$75.00 — 20 sessions

(Offered in co-operation with the Chemical Institute of Canada)

D. J. L. KENNEDY & P. M. WRIGHT

Plastic Design in Steel Structures

This course is designed to acquaint the practicing structural engineer with the inelastic behaviour of steel members and structures and hence lead to the development of analysis and design.

Fundamental concepts and the role of plasticity in elastic design are developed. Effects of axial force and shear on moment capacity are discussed. Column behaviour, bracing requirements and design of connection are explored. Recent advances in the application of plastic design to multi-storey frames will be discussed.

Examination of various provisions in both the elastic and plastic sections of specifications such as CSA S16-1965 are made. Examples and problems are worked out.

PREREQUISITE: Applicants should have an engineering degree or the equivalent.

TEXT: none

Tuesdays, commencing October 8, 7:30-9:30 p.m., 116 Galbraith Building, St. George Campus.

\$60.00 — 20 sessions

(Offered in co-operation with the Canadian Institute of Steel Construction)

Engineering Courses

F. J. KEENAN

Design Behaviour of Timber Structures This course is directed toward those who have occasion to produce structural designs using wood. The course deals with the basic strength properties of wood and how these are utilized in timber structures. Emphasis in the course will be on practical design examples for sawn lumber, glued-laminated timber and plywood.

Persons with engineering, architectural or related backgrounds should find this course profitable.

Available laboratory facilities will limit the enrolment which can be accepted for this course.

TEXT: T.B.A.

Wednesdays, commencing October 9, 7:30-9:30 p.m., Wood Science Lab, Room 11, Forestry Building, St. George Campus.

\$65.00 — 20 sessions

(Offered in co-operation with the Canadian Wood Council)

Other courses of interest to business and professional persons

Intensive Training for Audiometric Technicians To enable the occupational or public health nurse or industrial audiometric technician, working under the supervision of a physician, to carry out suitable standardized hearing tests, will be the objective of these meetings. Specifically, they are designed to train technicians to:

Perform pure tone air conduction audiograms,

Implement adequate hearing protection programs,

Assist management in planning and conducting hearing conservation programs under adequate supervision.

The instruction will follow that outlined and approved by medical, nursing, and hygiene departments as well as by speech and hearing organizations.

These meetings will be of interest to all directors of employee and public health service programs because:

There may be 100,000 Canadians with hearing losses caused by noisy working conditions,

Research indicates that 20-30% of all adult employees have significant hearing losses,

Most of these hearing losses can be detected only by an audiometric hearing test,

Potentially costly claims can only be fairly assessed if hearing

Other courses of interest

testing is done early in employment, and periodically thereafter, preferably within reasonable access of the work location,

Much can be done to reduce noise deafness with adequate hearing conservation programs.

Two 2-day meetings will be offered by the Division of Extension and the School of Hygiene during 1968-69, one in November '68 and one in March '69. Further information may be obtained by writing to the Division of Extension or by telephoning 928-2506.

H. W. HOPPENER, Co-ordinator

Book Publishing This course is the first of its kind ever offered in Canada. It is directed primarily to persons engaged in book publishing, and will acquaint them with the principles underlying operations in all areas of the profession with which they might come in contact. It is also designed for members of related professions, such as librarians and booksellers, and for the general public who have a serious interest in the publishing profession. It is offered in co-operation with the Canadian Book Publishers' Council.

The course will be concerned with the techniques, philosophy and development of publishing in this country, including general books and text books. All the lecturers hold senior positions in book publishing in Canada and abroad. At least one clinical session will be held in a major book manufacturing plant. There will be adequate opportunity for discussion at all sessions. Topics will include:

The organization of the book industry in Canada

Author and publisher

Literary copyright and contracts in Canada, and international copyright

Economics of book publishing

The editorial function

The designer and the book

Production planning

Marketing of books in Canada

PREREQUISITES: No practical experience in book publishing is required for admission, but *students must submit a brief résumé of their backgrounds* with their application forms.

Registration will be limited to 50 persons.

TEXT: None. Lecture notes and reading lists will be supplied.

Thursdays, commencing October 10, 7:30-9:30 p.m., Sun Room, Falconer Hall, St. George Campus.

\$50.00 — 10 sessions

(Offered in co-operation with the Canadian Book Publishers' Council)

Other courses of interest

Clinical Pharmacy and Therapeutics II This course will be an extension of the lecture series on the same subject given in the session 1967-68. In addition to a discussion of the pathology and therapeutics involved, wherever desirable, the chemistry and the pharmacology of the drugs used in the treatment of the disease condition will be reviewed and discussed. The disease conditions discussed in the previous course will not be discussed in this session's course. The course is intended to better qualify the pharmacist to understand disease conditions and their treatment and to be able to function more efficiently as a member of the health service profession.

The course is scheduled for the St. George Campus commencing in the fall of 1968 on Wednesdays, 8:00-10:00 p.m., 20 sessions. A brochure providing further details may be obtained by telephoning 928-2400.

F. W. DOANE

Electron Microscope Methods in the Biological Sciences This will be a lecture and laboratory course covering the theoretical and practical aspects of electron microscope methods employed in the biological sciences. The curriculum will include introductory lectures on electron optics, the electron microscope, cellular ultra-structure, methods of specimen preparation and photographic processing. Practical instruction will be given in the various methods of biological specimen preparation such as thin sectioning, negative staining and shadow casting. Students will be required to prepare specimens independently, to examine and photograph them in the electron microscope, and to process electron micrographs. Some experience in basic laboratory procedures is required.

Enrolment will be limited to thirteen students.

TEXT: none

Tuesdays, commencing October 8, 7:00-9:30 p.m., 77 School of Hygiene, St. George Campus.

\$150.00 — 20 sessions

W. W. CRAIG

Journalism Practical emphasis on how to sell your writing efforts is the basis of this introductory course in the skill and art of creative writing. Material to be presented includes lectures dealing with words, grammar, parts of speech, figures of speech, sentences, paragraphs, article construction for newspapers, magazines and company publications. Other specialized writing is included. Lectures also deal with various ways in which to improve your writing, how to improve writing style, and how to market finished articles in a variety of ways. Interviewing, the place of opinion in writing, how to editorialize, and the role of the editor are included.

Other courses of interest

The course includes practical assignments plus a tour of a large metropolitan daily newspaper.

TEXT: none

Mondays, commencing October 7, 7:30-9:30 p.m., Room D, Teefy Hall, St. George Campus.

\$50.00 — 20 sessions

J. I. SMITH

Business Journalism

This course deals with the special activities involved in writing and editing business papers. It will deal with the various types of business papers and their purposes and needs. Sessions will deal with editorial research, relations with the business involved, the handling of special issues and directories, and methods of measuring editorial effectiveness. Though it will deal with general problems of journalism, magazine make-up and editorial work, it is intended for those with some background, either several years experience in the field or a previous general course in journalism. Those without background are advised to take the course "Journalism" as a prerequisite. A business magazine will be created and printed as a special project.

TEXT: none.

Tuesdays, commencing October 8, 7:00-9:00 p.m., 304 Galbraith Building, St. George Campus.

\$75.00 — 20 sessions

(Offered in co-operation with the Business Paper Editors' Association)

F. RASKY

Writing for Magazines

If you want to make money by writing for magazines, perhaps these lectures will help you. The course is not for those who wish to learn basic English composition; nor is it for aesthetes interested only in improving their literary style. Rather, it teaches the practical technique of writing saleable articles for business journals, professional publications and mass-circulation magazines. Students must be prepared to write five assignments. After each session, the class usually gathers with the lecturer to discuss their individual writing problems over a sociable cup of coffee.

Topics include:

How to generate ideas for saleable articles

How to write a brief outline to the articles editor

How to conduct your research

How to interview your subject

The basic technique of the mass-magazine article

The special technique of the biographical profile, the scholarly review, the how-to-do-it article, the dramatic-narrative article

Other courses of interest

How to ghost-write the as-told-to article

How to write catchy titles

How to slant articles for your market

How to merchandise your finished article for the editor

TEXT: none

Wednesdays, commencing October 9, 8:00-10:00 p.m., 405 Carr Hall, St. George Campus.

\$50.00 — 20 sessions

A. J. DAKIN, Course Director

*Problems of
Metropolitan
Planning*

The purpose of this course is to examine the existing urban patterns and trends in large metropolitan areas and to examine solutions attempted in various countries under different conditions. Metropolitan Toronto will be used when possible for illustrative purposes.

The course will begin with a description and commentary on the way in which the 19th century highly centralized metropolis has become the exploded urban region of today. This will be followed by an attempt to enumerate the major elements and influences which now concern planners.

Key questions such as the following will be discussed. How are political jurisdictions reconciled with social-economic entities in a society of very rapid communications? What is the nature and pattern of the central business district to be? What new urban concept can we hope to develop as a working image of our urban regions? What is the role of an understanding of the macro-economics of such a region? What views are we to take with regard to transportation, and what are the basic problems of transportation? How are accessibility, density, communications and land use to be related in our attempted solutions? The problem of values and goals is to be examined.

While this course will be suitable for informed laymen it would be helpful if students had some knowledge of the problems of a metropolitan area like Toronto.

The course will consist of 2-hour sessions, the first hour generally being lecture and the second discussion.

TEXTS: (paperbacks)

H. Brown, *The Challenge of Man's Future*. Viking (1960).

E. Carter, *The Future of London*. Pelican (1962).

H. Cox, *The Secular City*. Macmillan (1965).

Editors of Fortune, *The Exploding Metropolis*. Doubleday (1958).

Other courses of interest

P. & P. Goodman, *Communitas*. Random (1958).

W. Z. Hirsch, *Urban Life and Form*. Holt, Rinehart & Winston (1963).

Mondays, commencing September 23, 7:30-9:30 p.m., Room E, Teefy Hall, St. George Campus.

\$50.00 — 11 sessions

K. A. ARMSON, Course Director

Natural Resources Management This course has been designed for conservationist teachers, resource managers and others who seek to broaden their understanding of their natural and cultural environment. Topics to be considered include soil, water, air, fiber, food and recreation. Students will be given an integrated view of the important principles of natural resources management and will be introduced to current practices, problems and research being carried on in this area.

Thursdays, commencing January 9, 7:30-9:30 p.m., 406 Carr Hall, St. George Campus.

\$35.00 — 13 sessions

(Offered in co-operation with The Ontario Forestry Association)

P. BRENNAN, R. MCCHESENEY, D. JANNAWAY

Effective Reading The volume of research being carried out today in various areas of specialization makes the task of keeping abreast of developments almost an impossibility. The purpose of this course is to help any interested person to read all types of material faster, more purposefully, and with greater comprehension. Various techniques for improving reading efficiency will be employed, including the use of such equipment as reading machines, and laboratories.

Students will be tested at the beginning and at the end of the course, and, throughout, will be individually counselled regarding their progress and problems.

TEXT: none

Mondays and Wednesdays, September 9 to November 18, 6:00-8:00 p.m., **Erindale Campus**.

Tuesdays and Thursdays, November 19/68 to February 6/69, 8:15-10:15 p.m., 108 Falconer Hall, St. George Campus.

Mondays and Wednesdays, November 20/68 to February 10/69, 6:00-8:00 p.m., 108 Falconer Hall, St. George Campus.

Tuesdays and Thursdays, February 11 to April 17/69, 8:15-10:15 p.m., **Scarborough Campus**.

\$75.00 — 20 sessions (twice weekly)

Engineering Courses

R. W. CLUGSTON

Writing Workshop for Business and Professional People

Primarily, this is a course designed to improve writing skills. It will employ a three-fold teaching approach: group lecture (during the first part of each session); individual practice in writing; and personal supervision from editorial consultants (during the second part of each session). Emphasis, both in the lectures and the individual supervision, will be placed upon such fundamental techniques as: organization of ideas, achievement of emphasis in sentence structures, mastery of effective diction and improvement in vocabulary. Secondly, through its opportunities both to study and imitate model passages from the works of great writers, this course will develop individual ability in literary appreciation.

TEXTS: V. Shaffer and H. Shaw (ed.), *Handbook of English*. McGraw-Hill (paperback).

T. Kane and L. Peters (ed.), *Writing Prose*. Oxford University Press (paperback).

A good dictionary—e.g.—*Webster's New Collegiate Dictionary*. 7th ed., Thomas Allen and Sons.

REFERENCE:

Norman Lewis (ed.), *New Pocket Roget's Thesaurus in Dictionary Form*. Washington Square Press Inc.

G. H. Vallins, *Good English*. Pan Books Limited

G. H. Vallins, *Better English*. Pan Books Limited.

V. H. Collins, *The Choice of Words*. Longmans.

Waugh and Cameron, *Model Business Letters*. Revised ed., Ryerson Press.

E. Gowers, *Plain Words*. Random House.

H. W. Fowler, *A Dictionary of Modern English Usage*. 2nd ed., revised by Sir Ernest Gowers, Oxford University Press.

V. Shaffer and H. Shaw (ed.), *Handbook of English*. McGraw-Hill (paperback).

Mondays, commencing October 7, 7:30-9:30 p.m., 405 Carr Hall, St. George Campus.

\$60.00 — 20 sessions

Co-ordinated Programs

Industrial Marketing Program THE PROGRAM Today, if corporations aim to outlive the markets on which they were founded, a marketing orientation must replace the older production and finance and sales orientations in the business planning process. There is substantial need and opportunity, particularly in industry, for men and women who are skilled in finding the new products and services, new roles, new customers, and new markets which are vital to the preservation and growth of dynamic, competitive, profitable organizations.

This Industrial Marketing Program has been designed to provide a firm theoretical and practical base for individuals who choose to increase their professional knowledge and competence in the marketing function in general and in industrial marketing in particular. Registrants must be capable of handling work at the university undergraduate level to profit from the courses.

A certificate of achievement will be awarded by the INDUSTRIAL MARKETERS OF TORONTO upon successful completion of the required courses as outlined below under the heading "The Certificate."

ADMISSION TO THE PROGRAM

Applicants:

- (a) must be able to meet the general admission requirements of the University of Toronto
- or (b) must be of mature age (25) and have obtained a minimum of 60% in at least one grade 13 subject
- or (c) must be of mature age (25) with suitable experience in the fields covered by the program

THE CERTIFICATE

Candidates for the certificate:

- (a) must be employed in industrial sales or marketing or related work
- and (b) must attain a "C" grade (i.e. 60%) or better in at least 4 of 6 full courses, or equivalents and a pass in all of them
- and (c) must make application to the Industrial Marketers of Toronto enclosing a statement of their program records and grades, as prepared by the Division of Extension, University of Toronto

COURSES

Obligatory

Marketing Management

Industrial Marketing (half course) (to be a full course commencing 1969-70)

Co-ordinated Programs

Sales Management

Market Research and Product Development (half course) (to be offered in 1969-70)

Advertising and Sales Promotion (half course)

Optional

Economics — An Introduction

Communications

International Markets

Budgetary Controls (half course)

(For details of each course, refer to the descriptions elsewhere in this calendar.)

Operational Research Program THE PROGRAM This program is designed to provide a familiarity with the variety of techniques used by practitioners in the field of operational research. It will give students an adequate background for advanced specialist studies and will give persons in supervisory and management positions a working appreciation of techniques used in daily applications of operational research. The level of the courses is that of advanced undergraduate and graduate university instruction. In recognition of the level of achievement, those successfully completing the program will be granted a certificate by the CANADIAN OPERATIONAL RESEARCH SOCIETY.

ADMISSION TO THE PROGRAM

Applicants:

- (a) must be able to meet the general admission requirements of the University of Toronto
- or (b) must be of mature age (25) and have obtained a minimum of 60% in at least one grade 13 subject, preferably mathematics
- or (c) must be of mature age (25) with suitable experience and background in the fields covered by the program

THE CERTIFICATE Candidates for the certificate must attain a "C" grade (60%) or better in at least four of the six courses and a pass in all of them, and must make application to the Canadian Operational Research Society.

COURSES

Linear Algebra and Matrices

Linear Programming and its Extensions

Probability Theory and Mathematical Statistics

Introduction to Stochastic Processes and their Applications in Business and Engineering

Co-ordinated Programs

Statistical Decision Theory

Simulation and Management Engineering Modeling

(For details of each course, refer to the descriptions elsewhere in this calendar.)

Manpower Development Program THE PROGRAM The Manpower Development Certificate Program is a co-ordinated program of courses designed to help people in organizations understand and develop the training function. It is intended for those directly involved in the task of planning and organizing employee training and manpower development.

The program is for students who are capable of taking courses at the university undergraduate level.

A certificate of achievement will be awarded by the ONTARIO SOCIETY FOR TRAINING AND DEVELOPMENT upon successful completion of six full courses or equivalents as outlined below under the heading "The Certificate."

ADMISSION TO THE PROGRAM

Applicants:

- (a) must be able to meet the general admission requirements of the University of Toronto
- or (b) must be of mature age (25) and have obtained a minimum of 60% in at least one grade 13 subject
- or (c) must be of mature age (25) with suitable experience in the fields covered by the program

THE CERTIFICATE

Candidates for the certificate:

- (a) must be employed in personnel work, training programs or related work
- (b) must attain a "C" grade (i.e. 60%) or better in at least 4 of 6 full courses, or equivalents, and a pass in all of them
- (c) must make application to the Ontario Society for Training and Development enclosing a statement of their program records and grades, as prepared by the Division of Extension, University of Toronto, and a certification fee of \$10.00

COURSES

Obligatory

Organizational Psychology

Adult Learning and Teaching

Training and Developing Personnel (Principles and Methods)

Co-ordinated Programs

Communications

Industrial Management

Optional

An Overview of Personnel Administration (half course)

Statistics and Individual Differences (half course)

Interviewing and Counselling

Human Relations and Human Organization — 1

Motivation Workshop (half course)

(For details of each course, refer to the descriptions elsewhere in this calendar.)

Personnel – Industrial Relations Program THE PROGRAM This program is designed to provide basic training in the fundamentals of personnel and industrial relations for practitioners in this field who wish to improve their qualifications and competence. There will be an emphasis throughout the program on the analysis and application of industrial relations and personnel principles to practical problems.

The program has been designed for students who are capable of taking courses given at the university undergraduate level.

Upon successful completion of the required courses as outlined below, a certificate of achievement will be awarded by the PERSONNEL ASSOCIATION OF TORONTO or, in the case of civil servants, by the PUBLIC PERSONNEL ASSOCIATION.

ADMISSION TO THE PROGRAM

Applicants:

- (a) must be able to meet the general admission requirements of the University of Toronto
- or (b) must be of mature age (25) and have obtained a minimum of 60% in at least one grade 13 subject
- or (c) must be of mature age (25) with suitable experience in the fields covered by the program

THE CERTIFICATE

Candidates for the certificate:

- (a) must be employed in personnel or related work
- (b) must attain a "C" grade (i.e. 60%) or better in at least 4 of the 6 courses and a pass in all of them
- (c) must make application to the appropriate association, enclosing a statement of their program records and grades, as prepared by the Division of Extension, University of Toronto, and a certification fee of \$10.00

Co-ordinated Programs

COURSES

Economics—An Introduction

The Personnel Function

The Economics of Labour Relations (formerly Labour Economics)

Organizational Psychology

Labour Relations

Management Principles and Organizational Behaviour

(For details of each course, refer to the descriptions elsewhere in this calendar.)

Fellows' Program In Banking

THE PROGRAM The Fellows' Program in Banking is a co-ordinated program of ten courses designed specifically for staff members of Canadian chartered banks. Its purpose is to provide formal education for men and women who wish to prepare themselves for responsible positions in banking.

This program is for students who are capable of taking courses at the university undergraduate level.

A certificate of achievement will be awarded by the INSTITUTE OF CANADIAN BANKERS upon successful completion of the required courses as outlined below under the heading "The Certificate."

ADMISSION TO THE PROGRAM

Applicants:

- (a) must be able to meet the general admission requirements of the University of Toronto
- or (b) must be of mature age (25) and have obtained a minimum of 60% in at least one grade 13 subject
- or (c) must have demonstrated sufficient ability and potential at their present work to secure the recommendation of the Institute of Canadian Bankers

Candidates for admission to the program should apply through the personnel department of the bank in which they are employed.

THE CERTIFICATE An award will be granted by the Institute of Canadian Bankers upon successful completion of each part of the program as follows:

Part I Letter of Accomplishment

Part II Certificate of the Institute; Status of Associate Member

Part III Title of "Fellow of the Institute"

REGISTRATION Registration for particular courses of this program should be submitted through the personnel department of the bank in which the student is employed. Enrolment requests should reach

Co-ordinated Programs

the Division of University Extension by September 18, 1968, at latest. Early application is advised.

Students may enrol in no more than two courses in the same session. Each part of the program must be completed successfully before proceeding to a subsequent part.

COURSES

Part I

Year 1 Courses

The Banker and Society

Background for Business Administration

Part II

Year 2 Courses

Financial Analysis and Control

Communications

Year 3 Courses

Economics

Legal Aspects of Business

Part III

Year 4 Courses

Business and Personal Finance

Management Principles and Organizational Behaviour

Year 5 Courses

Business Policy

One optional course

(For details of each course, refer to the descriptions elsewhere in this calendar.)

Special Programs for Associations

Four additional programs are conducted by the Division of Extension for outside organizations. These lead to recognized professional designations. Further details of each program are available from the appropriate organization as indicated below.

Certificate Course in Office Administration Office management, as a function, is concerned with the efficient performance of office work. The office manager must, therefore, have a wide knowledge of business, covering methods and procedures, personnel administration, accounting and statistics, production and marketing, organization, economics, and a general familiarity with all clerical work.

Recognizing the value of qualified personnel to act in a supervisory capacity, The Division of University Extension, in co-operation with the ADMINISTRATIVE MANAGEMENT SOCIETY has arranged for an

Co-ordinated Programs

evening course in office administration. This course is a combination of business principles and applications and is designed for mature men and women in business, industry, and the Civil Service who wish to prepare themselves for the position of Office Administrator.

To obtain the AMS Certificate, the student must first complete the three-year Certificate Course in Business offered by the Division of University Extension. Graduates of this course or holders of a B.Com. degree may register for specified Office Management subjects and, upon successful completion, receive the AMS Certificate. The student is then entitled to apply for membership in the affiliated organization, Associated Office Administrators of Ontario. Applicants will be asked to include evidence of appropriate experience in the practice of office management. Admission to membership in this association entitles the graduates of the four-year course to use the designation C.O.A. (Certified Office Administrator).

Complete details are available from the Business and Professional section, Division of Extension.

Certificate Course in Industrial Management and Administration

THE CANADIAN INDUSTRIAL MANAGEMENT ASSOCIATION is chartered in the Provinces of Ontario, Quebec and Manitoba to conduct a course in Industrial Management and Administration, and to grant to students who successfully complete this course the Association's status as "Certified Industrial Manager" with the designation "C.I.M." — limited to graduates who maintain membership status in the Association.

The material presented during the Course has been selected to fill the requirements of many Canadian industries, and is periodically reviewed in detail by industrial and educational leaders in the Provinces. The method of instruction employs both lectures and case discussions, thus affording the student the valuable experience of meeting practical problems and expressing his opinions to other class members through open debate and discussion of assigned problems. Meeting men from other industries during class discussions provides an insight into alternative approaches to industrial problems.

Many companies use this course effectively for systematically training candidates for more advanced managerial positions. Others have found that it provides an appreciation of all management functions for technical men in such fields as quality control, design engineering, industrial sales, and production planning.

1st Year Business Organization, and Accounting

2nd Year Engineering Economics, and Industrial Engineering

Co-ordinated Programs

3rd Year Manufacturing Controls, and Marketing

4th Year Industrial Relations, and Cases and Problems in Administration

St. George Campus—complete program

Scarborough Campus—first and second years

Erindale Campus—first year only

Information pertaining to educational requirements, fees, and registration may be obtained from the Canadian Industrial Management Association, 51 Eglinton Avenue East, Room 304, Toronto 12. Telephone 485-5747.

R.I.A. Program The designation R.I.A. (Registered Industrial Accountant) is a qualification awarded by the provincial SOCIETIES OF INDUSTRIAL ACCOUNTANTS and is recognized throughout business and government as the mark of a thoroughly trained and competent management accountant. To achieve it students must successfully complete a five-year program of studies.

The program is designed to provide a thorough basic training in the skills of management accountancy. When all the annual examinations have been passed the student receives a diploma, the right to use the R.I.A. designation after his name, and becomes eligible for full S.I.A. membership privileges, including voting rights. The only other provisos are four years practical experience and the sponsorship of two registered members.

1st Year Accounting Fundamentals, Industrial Legislation

2nd Year Accounting II, Managerial Statistics, Report Writing

3rd Year Advanced Accounting, Industrial Organization and Management

4th Year Cost Accounting and Systems, Auditing

5th Year Cost and Management Accounting

St. George Campus—complete program

Erindale Campus—first and second years

Scarborough Campus—first, second and third years

Information pertaining to educational requirements, fees, and registration may be obtained from The Society of Industrial Accountants of Ontario, Room 1020, 25 Adelaide Street East, Toronto. Telephone 363-8191.

Co-ordinated Programs

C.A. Program The INSTITUTE OF CHARTERED ACCOUNTANTS OF ONTARIO has established a program of summer schools for university graduates enrolled in its course leading to qualification as a Chartered Accountant.

The objective of the Institute's educational program is to develop a professional accountant, competent to practise public accounting. The course of studies, combined with practical experience, provides not only the special skills in accounting and related disciplines needed for public practice, but also covers many of the areas of knowledge of business administration required for modern management.

The summer schools provide an academic atmosphere in which students can devote full attention to their professional studies, free from the preoccupations of home and office. Distinguished instructors, drawn from universities and the accounting and law professions, will conduct lectures, case studies and discussion groups. Attendance at summer school is compulsory for all university graduates, except Bachelors of Commerce, entering the profession after 1968.

For information, contact the Institute of Chartered Accountants of Ontario, 69 Bloor Street East, Toronto 5. Telephone 927-1841.

Programs in co-operation with the School of Business

MANAGING ENGINEERS A 2½-day seminar to examine, through discussion, lecture, and case study, the organization and control of the engineering function, the changing role of engineering today, management development and motivation of engineers; scheduled for October 23, 24 and 25 in co-operation with The Association of Professional Engineers of Ontario.

MANAGEMENT DEVELOPMENT A two-day seminar to discuss the growing role of management development programs in business and other organizations. The changes will be discussed along with examples of developing programs in a number of Canadian firms. Scheduled for February 6-7, 1969.

MAKING IMPROVEMENT ACTIVITIES EFFECTIVE A three-day seminar to examine the role of creativity and improvement functions in organizations. The main stress is on the proper co-ordination of activities and attitudes to make the organization more effective. Lectures, cases, discussions; led by Dr. R. N. Lehrer of Georgia Institute of Technology; March 19, 20, 21, 1969.

LIBERAL ARTS COURSES

The following courses may be of particular interest to business and professional persons:

Effective Speech in Business

Oral French for Businessmen

Oral Communication

Communication and Diction

A copy of the *Liberal Arts Calendar* providing further information on these four courses may be obtained by telephoning 928-2393 or 928-2394.

LEARN JAPANESE FOR EXPO '70

With Japan's Expo '70 just around the corner those persons who plan to attend the exposition will be interested in the intensive evening course in Japanese language and culture which the Division of Extension will offer this fall in co-operation with the University of Toronto Department of East Asian Studies. A poster providing further details may be obtained by telephoning 928-2393 or 928-2394.

Businessmen will find of interest a special program on Japanese industry, markets, and trade relations with Canada. The business world of Japan will be explored in its cultural setting. The program will culminate with a trip to Japan and a tour of major industry as well as Expo '70. Details will be available in late fall, 1968. Telephone 928-2400.

School of Business Programs

The School of Business sponsors a number of part-time special programs. Through these programs, practising business people can be made aware of research programs being carried out and can evaluate and suggest direction for such activity. Similarly, faculty members can test the practicability and application of new concepts being developed in the academic business institutions, which can be of great value in the normal conduct of graduate education in business.

Special programs include short seminars, one-day conferences, a summer residential program for executives, and a winter evening series of meetings: the Management of the Enterprise Seminar. These are outlined in more detail below.

School of Business Programs

MANAGEMENT OF THE ENTERPRISE This series of dinner meetings is designed for executives who hold positions of responsibility and who have had considerable experience in some phase of management. At each meeting the group hears a concise and provocative presentation of a topic of interest to the general manager. This is followed by question and discussion.

The objective of Management of the Enterprise is to examine and assess current developments in administration and business. Seminars are held once a week from October until March.

BUSINESS OUTLOOK SEMINAR This annual one-day conference, to be held December 4, brings business executives together to examine the prospective business climate for the coming year. Business leaders and staff members of the School present, for discussion, their views on the outlook in general and in various industries. The computerized outlook will also be presented.

DISTINGUISHED LECTURE SERIES Each year a leading exponent of some aspect of business is invited to present a few lectures at the University. Past speakers have been Dr. Herbert Simon of the Carnegie Institute of Technology and Dr. Peter Drucker. Speaker this year is Dr. Chris Argyris of Yale University who will give two separate talks on "Organizational Illnesses: Causes and some Possible Cures." Dates are October 15 and 16 in the evenings; no charge for admission.

APPLYING THE MANAGEMENT PROCESS A two-week residential program for managers with concentration on the process of administration and the motivation of individuals. Dates are May 4 to 16, 1969.

Other Extension Programs

General Arts Course leading to the Bachelor of Arts degree.

General Science Course leading to the Bachelor of Science degree.

Bachelor of Science in Nursing Course leading to the Bachelor of Science in Nursing degree.

Certificate Course in Business Providing instruction in the basic principles of modern business, this course is designed for mature men and women in business, industry, and the Civil Service who are in, or working toward, positions of responsibility. One or two of the six subjects may be taken each year. Six are required for graduation.

Other Extension Programs

Certificate Course in Criminology examines some of the basic problems in the study of crime, the administration of criminal justice, and the treatment of offenders. It is intended primarily for persons normally identified with law enforcement, criminology, adjudication, and the correctional services. One or two subjects may be taken each year with six subjects required for graduation.

Certificate Course in Public Administration is intended primarily for those with considerable experience in the public service who wish to acquire a broader background in the political and social sciences essential to an understanding of the executive branch of government and its functions. Emphasis is on Canadian governments at all levels (federal, provincial, and municipal) and their major problem areas. One or two subjects may be taken each year with six subjects required for graduation.

Evening and Afternoon Courses in the Liberal Arts provide a wide range of cultural and non-technical courses in the liberal arts for those who are not seeking credit toward certificates, diplomas, or degrees.

French Summer School—Saint-Pierre et Miquelon offers credit-free courses in elementary and advanced French. For the student who cannot go to France this summer, Saint-Pierre et Miquelon offers, at a fraction of the cost, the next best opportunity to experience a memorable and profitable holiday on French soil.

Correspondence Courses are conducted for the Association of Administration Assistants, the Canadian Credit Institute, the Canadian Institute of Realtors, the Canadian Institute of Traffic and Transportation, the Chartered Institute of Secretaries, the Association of Professional Engineers, the Ontario Association of School Business Officials, the International Association of Personnel in Employment Security, and the Chemical Institute of Canada.

Pre-University Courses Two pre-university courses are offered, Mathematics and English, to assist persons who wish to become eligible as "mature" students for admission to the University of Toronto.

For information, telephone 928-2393.

Administrative Officers 1967-68

THE UNIVERSITY

President C. T. Bissell, M.A., P.H.D., D. ÈS L., D.LITT., LL.D., F.R.S.C.

(On leave, 1967-68 Session)

Acting President J. H. Sword, M.A. (1967-68 Session)

Vice-Provost and Executive Assistant to the President D. F. Forster, B.A., A.M.

Assistant to the President N. S. C. Dickinson, C.D., B.A.

Vice-President and Provost M. St. A. Woodside, M.A., LL.D.

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Director of University of Toronto Press M. Jeanneret, B.A., LL.D.

Director of Information K. S. Edey

Director of Alumni Affairs J. C. Evans, B.A.

Director of Development R. J. Albrant

Warden of Hart House E. A. Wilkinson, B.A.

Director of Athletics and Physical Education

—Men W. A. Stevens, B.S.

Director of Athletics and Physical Education

—Women (Acting) Miss A. Hewett, B.ED., P.E.

Other Calendars and Publications

The University of Toronto issues the following calendars and other publications concerning courses of instruction given by the University, any one of which may be had on application to the Office of Admissions of the University, or to the Secretary of the Faculty, School or Institute about which information is sought.

GENERAL INFORMATION	University of Toronto Handbook
ADMISSION INFORMATION	Admission Awards Admission Circular
APPLIED SCIENCE AND ENGINEERING	Faculty of Applied Science and Engineering Engineering at Toronto—descriptive brochure Diploma Course in Operations Research
ARCHITECTURE	Faculty of Architecture, Urban and Regional Planning and Landscape Architecture Landscape Architecture—descriptive brochure Graduate Work in Architecture—descriptive brochure
ARTS AND SCIENCE	Faculty of Arts and Science Courses and Subjects in Arts and Science Diploma Course in Computing and Data Processing
BUSINESS	School of Business—Graduate Programme in Business Administration
CHILD STUDY	Institute of Child Study
DENTISTRY	Faculty of Dentistry Division of Postgraduate Dental Education Division of Dental Hygiene
EDUCATION	The College of Education Graduate Degrees in Education*
EXTENSION	Degree Courses in Extension Certificate Course in Business Certificate Course in Public Administration Certificate Course in Criminology Evening & Afternoon Courses in the Liberal Arts Business and Professional Courses Correspondence Courses Pre-School Education
FOOD SCIENCES	Faculty of Food Sciences
FORESTRY	Faculty of Forestry
GRADUATE STUDIES	School of Graduate Studies
HYGIENE	School of Hygiene
LAW	Faculty of Law
LIBRARY SCIENCE	School of Library Science
MEDICINE	Faculty of Medicine Division of Rehabilitation Medicine Division of Postgraduate Medical Education
MUSIC	Faculty of Music The Royal Conservatory of Music School of Music Year Book General Syllabus Pianoforte and Theory Syllabus
NURSING	School of Nursing
PHARMACY	Faculty of Pharmacy
PHYSICAL AND HEALTH EDUCATION	School of Physical and Health Education
SOCIAL WORK	School of Social Work

*Write to: Ontario Institute for Studies in Education, 102 Bloor Street West, Toronto 5, Ontario.

Application Form

UNIVERSITY OF TORONTO
DIVISION OF EXTENSION
84 QUEEN'S PARK
TORONTO 5

OFFICE USE ONLY

Receipt No

C.A.

Business and Professional Courses

Course

Night and Campus

MR.

NAME MRS.

MISS

(please print and underline surname)

ADDRESS

NUMBER AND STREET

CITY

POSTAL ZONE

TELEPHONE: HOME BUSINESS

COMPANY NAME

COMPANY ADDRESS

PRESENT POSITION

FEE \$ CASH ☐ PERSONAL CHEQUE ☐ COMPANY CHEQUE ☐

Make cheques payable to the UNIVERSITY OF TORONTO, please. Refunds can only be made if requested prior to the second lecture.

DATE SIGNATURE

Any course may be cancelled if there is insufficient enrolment. Full fees will be refunded where a cancellation occurs, or applicants may apply fees to another course.

PLEASE PRINT

Application Form

UNIVERSITY OF TORONTO
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